WISCONSIN DEPARTMENT OF CHILDREN AND FAMILIES

Child and Family Services Plan 2020-2024

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Glossary of Acronyms

Act 109 = 2001 Wisconsin Act 109 enacted in July 2002 that provided additional state statutory direction for implementation of AFSA and federal Title IV-E requirements.

AFCARS = Adoption and Foster Care Analysis and Reporting System. The Federal foster care data system, where states submit information, is a source of permanency and placement data.

ASFA = Adoption and Safe Families Act, particularly the ASFA requirement to pursue termination of parental rights after a child has been in OHC for 15 months.

BOS = Balance of State refers to information and/or data that describes the counties outside Milwaukee.

BITS = Bureau of Information Technology Services in the Division of Management Services (DMS).

BCWAPI = Bureau of Child Welfare Analytics and Program Integrity is responsible for the oversight and management of the data analytics and program integrity of DSP programs and policies related to child welfare to ensure compliance with federal Title IV-E requirements.

BPOHC = Bureau of Permanence and OHC that coordinates the state adoption program, provides technical assistance on foster care, OHC, and independent living services, and licenses child welfare facilities.

BPM = Bureau of Performance Management in the Division of Management Services responsible for Continuous Quality Improvement, Performance Review and Evaluation, and Research/Program Evaluation.

BRO = The Bureau of Regional Operations in the Division of Management Services works with local agencies administering DCF programs, including child welfare, child care subsidy, child support, and W-2 financial assistance.

BSWB = Bureau of Safety and Well Being in DSP, the state unit responsible for child welfare program policy and practice standards.

BYS = The Office of Youth Services was created in 2013 to help youth in the child welfare system and other vulnerable youth excel in school, obtain job skills and opportunities, and learn healthy lifestyle behaviors. In 2015, this Office was elevated to a Bureau to reflect the addition of community-based juvenile justice services; BYS is responsible for the Chaffee Programs, Brighter Futures Initiative, Title V Abstinence Education Grant, Runaway Programs and other youth development initiatives.

CFA = Children and Family Aids, a state level block grant funding source distributed to counties.

CFSR = Federal Child and Family Services Review.

CFS 40 = DSP form used to collect information on child abuse and neglect investigations previously used by Wisconsin to collect data for NCANDS purposes.

Ch. DCF 43 = DSP administrative rule on child welfare staff training.

Ch. DCF 56 = DSP administrative rule on foster home licensing.

Chapter 48 = Wisconsin Children's Code.

Chapter 938 = Wisconsin Juvenile Justice Code.

Child Welfare State Professional Development Council = a decision making Executive Committee that consists of representatives from DSP, Counties, DMCPS, and Tribes that coordinate child welfare professional development activities through the Wisconsin Child Welfare Professional Development System .

Child Welfare Professional Development System = University-based, regional child welfare training providers operating under the State's Professional Development Council.

COKC = Court-ordered Kinship Care placements for which providers receive a monthly payment.

CPS = Child protective services.

CY = Calendar Year (January – December).

DCF = Department of Children and Families. The Department was created in July 2008 and includes child welfare services, including prevention, Temporary Assistance for Needy Families (W-2), child care regulation and licensing, and child support.

DCFS = Former Division of Children and Family Services in the Department of Health and Family Services. In July 2008, the Division moved in its entirety to the new Department of Children and Families and its name was changed to the Division of Safety and Permanence. In addition, child welfare programming originally coordinated by DCFS was spread out amongst several Divisions/Offices in the new Department.

DHCAA = Division of Health Care Access and Accountability in the Department of Health Services, the state Medicaid agency in Wisconsin.

DHFS = Former Department of Health and Family Services. Prior to July 2008, child welfare services were part of the Department of Health and Family Services.

DHS = Department of Health Services. Department that coordinates health services for the state of Wisconsin, including Medicaid, mental health and substance abuse services, and the Food Share program.

DMS = Division of Management Services. Division that is responsible for budget, finance, human resources, information technology, performance management, and regional operations.

DMCPS – Division of Milwaukee Child Protective Services

DSP = Division of Safety and Permanence in the Department of Children and Families, the state child welfare agency in Wisconsin.

dWiSACWIS = DCF's system that works with Business Intelligence (BI) staff to maintain current BI reporting tools and to implement enhancements to its BI data warehouse.

FAST = Families and Schools Together. An approach to serving children and families in a comprehensive way that actively engages parents.

FFY = Federal Fiscal Year (October – September).

FCARC Foster Care and Adoption Resource Center = statewide resource center that provides information and materials on foster care and adoption.

GPR = General Purpose Revenues from state tax revenue.

ICWA = Indian Child Welfare Act.

Kinship Care = Payment program to support children living with relatives.

NCANDS = National Child Abuse and Neglect Data System. The Federal child abuse and neglect data system is a source of safety data submitted by states.

Ongoing Services Standards = The 5 Child Protective Services Standards and Practice Guidelines issued by DSP that establish program standards for ongoing child welfare services.

OHC = OHC including children placed under court order in foster care, group homes, residential care centers and kinship care. This is equivalent to the federal definition of foster care.

PACE = Partners in Alternate Care, now Foundations Training, which is a competency-based pre-service training curriculum for foster and adoptive parents.

PARC = Post-adoption resource center.

PIP = Wisconsin Program Improvement Plan for Round 2 of the federal CFSR.

PIP Implementation Team = Statewide multidisciplinary group for implementation of the PIP.

Rate Regulation = Payment system that ensures that providers are licensed to provide a certain level of care, based on the types of services they offer, and receive a pre-defined amount for providing those services to a child who needs them.

SNAP = Special Needs Adoption Program operated by DSP. This program will be officially renamed the public adoption program on September 1, 2018 in Federal Fiscal Year 2019.

TPR = Termination of parental rights.

WiAPS - Wisconsin Adoption and Permanency Supports

eWiSACWIS = Wisconsin Statewide Automated Child Welfare Information System (SACWIS system).

eWiSACWIS Project Team = Staff supporting operations of eWiSACWIS system.

WICWA = Wisconsin Indian Child Welfare Act.

1. Collaboration and Vision

Collaboration

Over the next five years DCF will continue to build on extensive collaboration that are the hallmark of how DCF operates and coordinates the state child welfare system. Wisconsin has established a strong structure and culture of cross-system, public-private collaboration. DCF assures collaboration through:

- Solicitation of input on federal plans and reviews;

- Established processes to assure stakeholder feedback and coordination on all child welfare policies and practices;

- Standing cross-system workgroups for ongoing collaboration;

- Time-limited, issue-focused cross-systems workgroups to address particular issues;

- Ongoing coordination and collaboration focused on key services for child welfare, education, employment, health care and others;

- Standing bi-monthly meetings with tribal child welfare directors; and

- Participation by DCF on a wide range of cross-sector workgroups chaired by other partners.

Collaboration Specific to Federal Plans and Reviews

As articulated in the Model for Practice, DCF encourages stakeholder feedback in the development of all federal planning documents such as the CFSP and APSR as well as federal review and planning processes such as the CFSR and the PIP. In addition to posting the CFSP and APSR on-line for public comment and general information, DCF briefs standing advisory bodies and stakeholder groups on these plans. Wisconsin posts all current federal plans at the following website link - https://dcf.wisconsin.gov/reports.

As part of the current federal review planning process, key stakeholders were actively engaged over the last three years to provide feedback for completing the CFSR statewide assessment – see https://dcf.wisconsin.gov/files/cqi-cfsr/pdf/plans/cfsr-swa.pdf - and in developing the Program Improvement Plan (PIP), the third draft is currently being considered. To educate stakeholders on the process a webinar series was developed- https://dcf.wisconsin.gov/cwportal/webinars . The series described all components of the CFSR including the statewide assessment, the case review process, and the state's performance on national performance standards. The webinar series covered the different plans the State completes, including the APSR, the CFSP and the PIP process. The webinar series was widely disseminated.

Program Improvement Plan Advisory Group

Building off of outreach to stakeholder groups in 2016 and 2017, at the end of 2017, DCF launched a cross-sector PIP Advisory Group to assist DCF in developing a PIP that is comprehensive, effective, trauma-informed and focused on strengthening the child welfare system and improving outcomes for

the families and children involved in the system. This advisory committee brings together a broad range of stakeholders that work on the child welfare system including, judges, attorneys, tribal members, foster parents, foster youth, counties and other partners. This group adjourned in May of 2019 after reviewing DCF's third draft of the PIP that was subsequently submitted for consideration at the end of May.

Ongoing Strategic Planning

In the next five years, DCF will continue the work of a department-wide strategic planning initiative that will build on the collaborative work and feedback DCF solicited throughout the 2018 CFSR and the two years of work for the PIP Advisory Council. This process will serve as the basis for future federal plans including adjusting the 2020-2024 CFSP as needed.

Collaboration to Support State Policies and Programs

In the next five years, Wisconsin will continue to use collaboration to ensure a shared vision and ongoing coordination and collaboration across systems. As part of strategic planning, DCF will also be examining which stakeholder groups to continue to assure effective use of partner time. That process may also identify additional collaborations necessary for future policy making and program development.

Current ongoing collaborative workgroups chaired by DCF include Casework and Out-of-Home Care (OHC)/Adoption Committees, Rate Regulation Advisory Committee, Title IV-E Waiver Advisory Group, CQI Advisory Committee, and others. Communication is fostered between the Department and county child welfare agencies through Department regional meetings for local child welfare agency foster care coordinators, child welfare program supervisors and fiscal managers to update them on policy and procedures and provide a forum for discussion of current child welfare issues for both state and local child welfare agencies. When DCF issues a policy that affects counties or Tribes, DCF provides the draft policy for comment to counties through the Wisconsin County Human Services Association (WCHSA) and the Indian Child Welfare directors prior to finalizing policy. Comments are solicited and included in updated policy guidance. This process is specified in the state/county contracts.

The Department regularly works with groups representing key constituencies to develop program and policy initiatives to strengthen the child welfare system. These groups include, but are not limited to, WCHSA, the Wisconsin Foster/Adoptive Parent Association, the Wisconsin Association of Family and Children's Agencies, the Great Lakes Inter Tribal Council, the Children's Court Improvement Project, the Child Abuse and Neglect Prevention Board, the Early Childhood Advisory Council (ECAC), Relative Caregiver Stakeholder group and other state agencies. DCF also supports a Youth Advisory Council (YAC) for current and former foster youth. The statewide YAC meets quarterly. In addition, local YAC groups have been established in four counties across the state. Local YACs meet monthly to influence policy change and to educate communities and the DCF about youth experiences in foster care. Local YACs are involved in supporting the transition of Independent Living services from a county-based to a regional service delivery model.

Standing Advisory Bodies for DCF

Over the next five years, DCF anticipates the following standing advisory bodies will continue to provide oversight, direction and support to DCF in the development of policies and programs that build an effective child welfare system. Each of these advisory bodies has been included in the ongoing strategic planning described earlier in this section.

Secretary's Advisory Council on Child Welfare

The Secretary of the DCF has established an Advisory Council on Child Welfare beginning in 2008 that convenes key leaders involved with the child welfare system. The Council provides advice and counsel to the Department on matters related to protecting vulnerable children and strengthening the child protective services system. The Council meets quarterly and is composed of county and tribal representatives, private sector service providers, advocates, representatives from the mental health and correctional systems, former foster youth, and foster parents. The purpose of the Secretary's Council on Child Welfare is to advise the Department's Secretary regarding policy, budget, and program issues that impact the safety, permanence, and well-being of Wisconsin's children and families.

Milwaukee Child Welfare Partnership Council

The DCF directly administers the child welfare system in Milwaukee County, the state's largest county. The Milwaukee Child Welfare Partnership Council is a broad-based advisory body, established by statute in 1998, which advises the Department on its administration of the system in Milwaukee County. The Partnership Council meets four times per year and is composed of state legislators, county elected officials, members of the judicial and legal systems, health care, and child welfare service providers, the birth to five system, advocates, community members, representatives from the K-12 educational system, and representatives from the mental health and alcohol and other drug abuse (AODA) systems. Wisconsin statute 48.562 specifies the charge of the Partnership Council, which is to recommend policies and plans for the improvement of Milwaukee County child welfare system including outcome measures and recommending measures for evaluating its effectiveness and funding priorities.

Secretary's Advisory Council on Youth Justice

In April 2016, the DCF established the Secretary's Advisory Council on Youth Justice. The Council is composed of key youth justice leaders from: state agencies, county-based youth justice system stakeholders, prevention service providers, and affected youth and families. The council meets quarterly to advise the DCF on matters related to supporting a stronger community-based youth justice system. Council members are appointed by and serve at the pleasure of the Secretary of the DCF.

In the 3 years, DCF made significant progress on the YJ strategic plan. Workgroups were convened in the areas of data, training, and assessment to further DCF strategic priorities. Nearly half of all 72 counties were involved in some way in helping DCF design our new data system, develop the criteria for a statewide risk/needs assessment, and/or redevelop our basic intake worker training. The new training features content on adolescent development and trauma, in addition to statutory responsibilities.

Child Abuse and Neglect Prevention Board (CANPB)

The DCF Secretary is a Director on the Child Abuse and Neglect Prevention Board which is the agency charged in Wisconsin statute to coordinate with the DCF on efforts to prevent child abuse and neglect. The DCF and CANBP will continue to collaborate on the implementation and evaluation of the Community Response program.

Community Response Program

Administered and funded by the Child Abuse and Neglect Prevention Board, the Community Response Program (CRP) was created in 2006 to fill a gap in the child maltreatment prevention continuum. CRP provides voluntary supports to families reported to county child protective services (CPS) for alleged child abuse or neglect who are not receiving services because the referral is either screened out or the referral is screened in for further assessment, but the case is closed after the initial assessment.

The overall goal is to strengthen families, prevent child abuse and neglect, and reduce re referrals to CPS. CRP is a short-term (20 week maximum) voluntary prevention program that includes:

- Case Management
- Home Visits
- Collaborative Goal Setting
- Comprehensive Assessment
- Flexible Funds to support individualized services

There are currently 8 CRP programs in Wisconsin that are coordinated locally with child welfare agencies. The CRP staff work with the families to identify immediate needs and assist families in connecting to formal and informal resources to meet these needs (e.g., parenting supports, mental health treatment, child health and development). CRP works not only to mitigate risk factors, but also to identify and build protective capacities of parents and caregivers. A primary focus of CRP is to assist families with economic stressors. Decades of research show evidence of a strong correlation between poverty and child maltreatment. On average CRP staff work with families for 16-20 weeks. The comprehensive assessment allows the family to discuss and identify their critical stressors and their goals. Families typically select between 2 to 5 goals.

In addition, the DCF will continue to work closely with CANPB on parenting education and support. CANPB supports Family Resource Centers and parenting programs that offer a range of services including the following.

- Group services: delivering parent education courses, workshops, support groups, drop-in programs, respite care, and play groups.
- Individual services: providing families with personal consultations and support through services such as warm-lines, home visits, supervised visitation, or safe exchange programs.
- Outreach and family visiting services: reaching out to parents and families in their homes or in other community-based locations convenient for families. This might be through collaborations with birthing hospitals to connect with new families, through community

> > response to ensure families have support in times of need, or through universal services such as car seat checks.
> - Community resource and referral and follow-up services: offering a reliable link to public and private agencies and providing strong family advocacy within local communities. Families can receive referrals to other community programs, public benefits, as well as assistance with transportation.

The following link is to a map of Family Resource Centers locations throughout the state:

https://preventionboard.wi.gov/Pages/ForFamilies/FamilyResourceCenters.aspx

DCF will also collaborate with CANPB to based the new Parents Supporting Parents family voice initiative described in the Plan for Enacting the State's Vision to assure that efforts are connected to existing programming.

Cross-Systems Collaborations Targeted to Well-Being Outcomes

DCF regularly convenes or partners with others to assure there is cross-system dialog about issues affecting child welfare families. In the past these have included efforts focused on anti-human trafficking, trauma, the opioid crisis and children with disabilities in the child welfare system. These collaborations are described in Wisconsin's 2015-2019 Final Report. Lessons learned from these efforts have been incorporated in ongoing work of DCF. It is expected that the DCF strategic planning process will identify additional needs for collaboration and input that will be developed as needed.

Ongoing issue specific collaborations DCF will be involved in over the next year to shape child welfare system policies and programs include collaborations focused on the following areas.

Health

The DCF and the Wisconsin Department of Health Services (DHS) collaborate closely to improve the quality, access, and timeliness of health care services to children and youth in OHC through the implementation of a Medicaid medical home service delivery model called Care4Kids. The Care4Kids program provides comprehensive, coordinated care for children and youth in foster care tailored to each child's individualized needs. Other collaborative health projects include: automation of Foster Care State Medicaid certification for children in out-of-home care, and the Children's Behavioral Health Project, which encourages appropriate utilization of psychotropic medications for Medicaid children and youth, and the use of Coordinated Service Teams to coordinate care for children and youth in multiple systems of care.

Education

The DCF collaboration with Department of Public Instruction (DPI), the state education agency, will continue over the next five years. This will include data matching focused on connecting the data systems for child welfare and education. Building off of efforts in the last five years to improve the educational outcomes of children and youth in the child welfare system learned through implementing the requirements of the Every Student Succeeds Act (ESSA). DCF will continue collaboration on the education portal designed o facilitate improved understanding of the needs and experiences of children.

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In partnership with the University of Wisconsin-Madison, DCF and DPI continue to engage in research about the educational outcomes of children in OHC to inform policy development.

Youth Employment and Post-Secondary Education

DCF will continue efforts initiated over the last five years to forge a closer collaboration with the Department of Workforce Development (DWD) to identify and better connect youth aging out of care and at-risk youth to programs that help build important educational and employability skills through expanded opportunities made available by the Wisconsin Innovation and Opportunity Act (WIOA) Youth Project. This will include continuing the support of a cross-system collaborative workgroup to promote the enrollment of former foster youth in post-secondary education formed in 2001. The Foster Youth to College (FYC) advisory group is composed of professionals from child welfare, private colleges, technical colleges, the state university system, and the DPI.

Early Childhood

The DCF Secretary and the Superintendent of the DPI co-chair the Early Childhood Advisory Council (ECAC). The ECAC is a high level stakeholder group comprised of public and private leaders that provides advice on the strategic direction for the state's efforts to promote early childhood development. The ECAC has developed a cross-system agenda with the overall goal of having all young children be safe, healthy, and successful. The Division Administrators for the Division of Early Care and Education and Safety and Permanence serve on the Early Childhood Advisory Council. It is anticipated that strategic planning may identify additional areas of focus between child welfare and early childhood that could be elevated and discussed by this advisory body.

Collaboration to Strengthen Parent and Youth Voice

The DCF will continue to participating in the Wisconsin Children's Mental Health Collective Impact Initiative led by the Office of Children's Mental Health to integrate parent and youth voices in policy and program decisions. The collective impact framework brings staff from a wide variety of organizations together, including staff from several state departments and agencies, to examine data to identify root causes, develop a common agenda and identify shared measures across systems to gauge progress.

DCF has significantly strengthened efforts to more meaningfully engage all forms of youth and family voice in DCF programs and services. In the next five years, the CFSP has specific goals that address youth engagement and family engagement described in Section 3, the Plan for Enacting the State's vision

Youth Advisory Council

Ove the next five years the WI Youth Advisory Council (YAC) will continue to bring the voices of youth currently and formally served in the child welfare system to the table to advise DCF and strengthen youth advocacy skills. Efforts of the YAC were identified as a strength in the Wisconsin CFSR particularly efforts to organize and testify around key legislative issues. DCF will continue to support the YAC in

similar future opportunities. The YAC will also assist DCF in a specific youth engagement that is part of the 2020-2024 CFSP articulated in Section 3, the Plan for Enacting the State's Vision.

Youth Leadership Teams

Youth Leadership Teams are now active covering all parts of the state, to involve young people who have had involvement with the justice system (past or present) to share their perspectives and give input. Thirteen founding partners that are counties or youth-serving organizations continue to support these teams. More details on the teams and this process can be found in the following report describing efforts: https://dcf.wisconsin.gov/files/cwportal/yj/pdf/ylt-youthvision.pdf. DCF will continue to use these advisory bodies to ensure broader and consistent youth voice in DCF policies and programs. Youth Leadership Teams along with the YAC will be an important advisory group for a specific youth engagement initiative that is part of the 2020-2024 CFSP articulated in Section 3, the Plan for Enacting the State's Vision.

Relative Caregiver Stakeholders

DCF will continue an effort launched in 2019 that was required under the FY2018 Kinship Navigator Funding under title IV-B, subpart 2, DSP has created a group of relative caregivers to advise the Kinship Navigator program creation in Wisconsin. This group meets monthly either by phone or in-person and subcommittees meet as needed. The group consists of family members who are involved in child welfare and those who are not and includes families both temporarily and permanently providing care to relative children. This lived experience offers a wealth of information to continue to build infrastructure and provide feedback. The group uses the plan approved by ACF as our focus. Areas the group is proving input include our relative caregiver support group application process, evaluation of the support group applications, the navigation tool topics and information, planning our relative caregiver conference, development of training for relative caregivers and agency caseworkers, and various other topics. This advisory group will also assist DCF in a specific relative caregiver initiative that is included as part of Wisconsin's draft PIP and also part of the 2020-2024 CFSP articulated in Section 3, the Plan for Enacting the State's Vision.

Engaging Families

In the next five years DCF will focus on a new family engagement effort called Parents Supporting Parents based on the evidence-based Parent Partners model in Iowa. This effort is further described in Wisconsin's Program Improvement Plan and 2020-2024 CFSP, Plan for Articulating the State's Vision. In addition, Wisconsin worked to engage a group of birth parents through outreach beginning in 2017 that continues today. These efforts resulted in Wisconsin securing a very high percentage of birth parents in the birth parent interviews as part of the 2018 CFSR interview. Information from these interviews will provide an important insight into ongoing efforts to design the program.

Collaboration to Support the Child Welfare Workforce

The DCF Bureau of Regional Operations (BRO) will continue to support regular for sharing information with county child welfare supervisors. The supervisors use the meetings to talk about child welfare workforce recruitment and retention issues. Supervisors can provide peer support to each other at those meetings. In addition, information is shared about child welfare worker training at the regional meetings. The regional meetings are limited to child welfare supervisors.

The DCF will continue to collaborate with a Wisconsin County Human Services Association (WCHSA) Policy Advisory Committee that functions as a steering committee for high level child welfare policy and program development.

Other Cross-System Collaborative Efforts

The DCF Secretary or Secretary's designee will continue to serve on additional statewide Councils and Workgroups that promote cross-system collaboration and coordination including: the State Council on Alcohol and Other Drug Abuse; the Wisconsin Council on Mental Health, the Council on Offender Reentry, and the Criminal Justice Coordinating Council.

DCF staff have served on the Department of Justice Multidisciplinary State Task Force on Children in Need, as required under sections 107(b)(2) and 107(c)(1) since 1991. This is a key component of Wisconsin's plan to comply with the Children's Justice Act.

Citizen Review Panels

Consistent with CAPTA requirements for citizen review panels (CRP), Wisconsin has eight panels:

- Marathon County Citizen Review Panel
- Outagamie County Citizen Review Panel
- Milwaukee Partnership Council
- Wisconsin Youth Advisory Council
- St. Croix County Citizen Review Panel
- Polk County Citizen Review Panel
- Langlade County Citizen Review Panel
- Jefferson County Citizen Review Panel

All panels fulfilled their responsibilities under CAPTA regarding meetings, mission, and submission of annual reports. Each panel received CAPTA funds in the amount of $10,000 to support their activities, which includes sending panel members to the annual National Citizen Review Panel Conference. The panels benefit from participation in the national conference and are engaged in locally driven activities. DCF will continue to support their efforts over the next five years. For more information about each panel's 2018 activities, please see the citizen review panels' annual reports and DCF responses online at https://dcf.wisconsin.gov/prevention/crp.

Court System Collaboration

The DCF and the Wisconsin Director of State Courts Office (DSCO) will continue a long-standing, strong collaboration to support the jointly-held goal of improving the safety, permanency, and well-being of children, youth, and families in our state. The two entities are regularly engaged in joint child welfare program planning, policy and legislative development, and improvement activities. The DCF Secretary serves as a member of the Wisconsin Commission on Children, Families and the Courts, which is a broad-based stakeholder advisory body that provides input on court improvement projects and child welfare related policies and activities.

The Child Safety Decision-Making Subcommittee of the Wisconsin Commission was established to improve the well-being of children in Wisconsin by implementing consistent safety practices across the state and ensuring that all stakeholders have necessary and sufficient information to determine when a child should be removed and when the child should return home. This multidisciplinary committee is comprised of state, county, and tribal representatives working in the child welfare and court systems. The Subcommittee also serves in a leadership and advisory role and makes recommendations related to development of policy, resource materials, statutory changes, and training curricula. The Subcommittee created the Child Safety Decision-Making Model to educate child welfare, court, and legal professionals on child safety, create common language across these disciplines regarding child safety, and implement consistent child safety practices across the state of Wisconsin. The Model was piloted in three counties: Waukesha, Jackson, and La Crosse, with additional multi-disciplinary training sessions occurring in several other counties and conferences.

The DCF will continue to utilize the Wisconsin Commission on Children, Families, and the Courts, the Wisconsin Judicial Committee on Child Welfare, and other committees staffed by the Children's Court Improvement Program (CCIP) to provide agency updates to and solicit input from judicial officers, attorneys, and other stakeholders regarding legislation and policies. Discussion topics have included the Anti-Human Trafficking Task Force, youth justice issues, Three Branch Institute on Improving Safety and Preventing Child Fatalities, Every Student Succeeds Act, Child and Family Services Review (CFSR), and Program Improvement Plan (PIP). They have also provided input on the Child and Family Services Plans (CFSPs) and Annual Progress and Services Reports (APSRs). This body recently provide input on the DCF's current strategic planning process.

In addition, staff from CCIP and/or circuit court judicial officers participated in a number of ongoing committees staffed and led by the DCF, such as the Child Welfare Continuous Quality Improvement Advisory Committee, Wisconsin's DCF Opioid Steering Committee, Title IV-E Waiver Advisory Group, OHC and Adoption Committee, Secretary's Juvenile Justice Advisory Council, Anti-Human Trafficking Task Force and Implementation Advisory Workgroup, and the Program Improvement Plan Advisory Group.

The Department values and is committed to strong collaboration with the judicial branch and the CCIP. The Department will continue to include CCIP representatives as part of CFSR/PIP and Title IV-E activities and the development of the CFSP and DCF's strategic planning efforts. The DCF also shares AFCARS and eWiSACWIS administrative data with CCIP on an ongoing basis.

Collaboration with Children's Justice Act Partners

DCF collaborates with the Department of Justice Children's Justice Act (CJA) Program in several ways to meet shared goals of the child welfare system and CJA program including addressing areas of trafficking and exploitation in the child welfare system.

In addition, the DCF has staff on the Children's Justice Act Council, Division leadership serves on the Department of Justice Child Maltreatment Task Force, and DCF's Anti-Human Trafficking Coordinator is sharing information and collaborating with DOJ on a wide range of efforts related to Wisconsin's anti-human trafficking goals and objectives.

Collaboration Across Government Branches

Wisconsin will continue to collaborate in the next five years on initiatives such as the Three Branch Institute on Improving Child Safety and Preventing Child Fatalities in 2016-2017. Wisconsin's team for the Three Branch Institute was composed of members of the Executive Branch (DCF and CANPB), legislators from both parties, and members of the judicial branch (CCIP Director and a judge). The team developed an action plan that included: the development of a predictive risk model and strategies to provide timely and effective intervention to high risk families that touch, but do not enter the child welfare system; the implementation of the Collaborative Safety Services model that reviews child maltreatment deaths and near deaths in a more systemic, trauma-informed manner; the implementation of a bi-partisan legislative caucus; support for the judicial safety decision-making pilots; and, the establishment of a Statewide and DCF Opioid Task Force. Participation in the Three Branch Institute enabled Wisconsin to accelerate the momentum of existing safety efforts and engage in thoughtful planning of new initiatives to strengthen child safety. Wisconsin participated in two prior National Governor's Association (NGA) Three Branch Institutes focused on child and family system improvements.

Vision Statement

Wisconsin collaboratively developed the Child Welfare Model for Practice with counties, tribes and other key partners and stakeholders. Wisconsin's child welfare system is guided by the Wisconsin Child Welfare Model for Practice, which was developed by the Department in collaboration with counties and other child welfare partners. As stated in the Model for Practice:

- The purpose of the Child Welfare System is to keep children safe and to support families to provide safe, permanent, and nurturing homes for their children. The system does this by safely keeping children and youth in their own home, family, tribe, and community whenever possible.
- When it is not possible to keep children safely in their home, the system engages with the courts and others to provide a safe, stable, and temporary home that nurtures and supports the child's

development. The system aims to transition children in out-of-home care (OHC) safely and quickly back with their family, whenever possible, or to another permanent home.

- The system strives to engage with children, youth, and families to expand healthy connections to supports in their community and tribes and bolster resiliency in families to help them thrive.

Interactions and services in the child welfare system are based on the principles of: trust, engagement, accountability, trauma-informed, culturally responsive, workforce support, and family-centered practices.

The Wisconsin Child Welfare Model for Practice is the compass that guides our work and decision-making, including the development of this Child and Family Services Review (CFSR) Program Improvement Plan (PIP) and the 2020-2024 Plan for Improvement. Future strategic planning efforts described in section 3 will also be guided by the Model for Practice.

2. Assessment of Current Performance in Improving Outcomes

Context for State's Current Performance

DCF has developed a Program Improvement Plan currently under consideration by the CB and the 2020-2024 Child and Family Services Plan driven by data trends in the last five years and the 2018 CFSR findings that are described in this section.

Overall, Wisconsin has experienced a significant increase in out-of-home care cases. After falling steadily from 2000 to 2012, the number of children in out-of-home care began increasing sharply after 2012 and has risen from 6,255 in December 2012 to 8,038 in June 2018. The increase has been especially sharp in BOS counties where the out-of-home care caseload grew from 3,977 in December 2012 to 5,514 in June 2018, for an increase of 41%.

The child welfare system in Wisconsin is funded by state, federal, and county funding. State and federal funding is distributed to BOS counties via a block grant called the Children and Family Allocation (CFA). From 2012 to 2018, CFA funding increased 13.2%--a rate lower than the 41% increase in BOS out-of-home caseloads. Due to statutory limits on county property tax levy rates and other fiscal demands, county funding for child welfare services increased approximately 26% since 2012, which is also not at a rate commensurate with the caseload increase.

Based on analysis of eWiSACWIS administrative data shown in the graph below, the factor contributing most significantly to the rise in child welfare cases is parental drug abuse, which reflects the significant rise in opioid and methamphetamine use in the state. Both the number and proportion of removals due to parental/caregiver drug abuse has risen dramatically from 497, accounting for 10% of removals, in December 2010 to 1,457, accounting for 29% of removals, in December 2018. Research has shown that parental drug abuse-related child welfare cases are generally more complex than other child welfare

cases, and therefore more costly in terms of caseworker time and services than other child welfare cases. [1]

Chart: Statewide Removals due to Caregiver Drug Abuse, Caregiver Alcohol Abuse, Caregiver Incarceration, or Inadequate Housing Figure CY 2010 - CY 2018

	2010	2011	2012	2013	2014	2015	2016	2017	2018
Caretaker drug use	497	592	672	719	914	954	1259	1498	1457
Inadequate housing	292	223	222	297	366	297	356	396	372
Incarcerated caretaker	525	549	587	679	622	657	677	743	732
Caretaker alcohol abuse	292	244	249	251	263	268	277	329	314
Unique child removals	4735	4728	4471	4949	4976	4942	4991	5271	5064
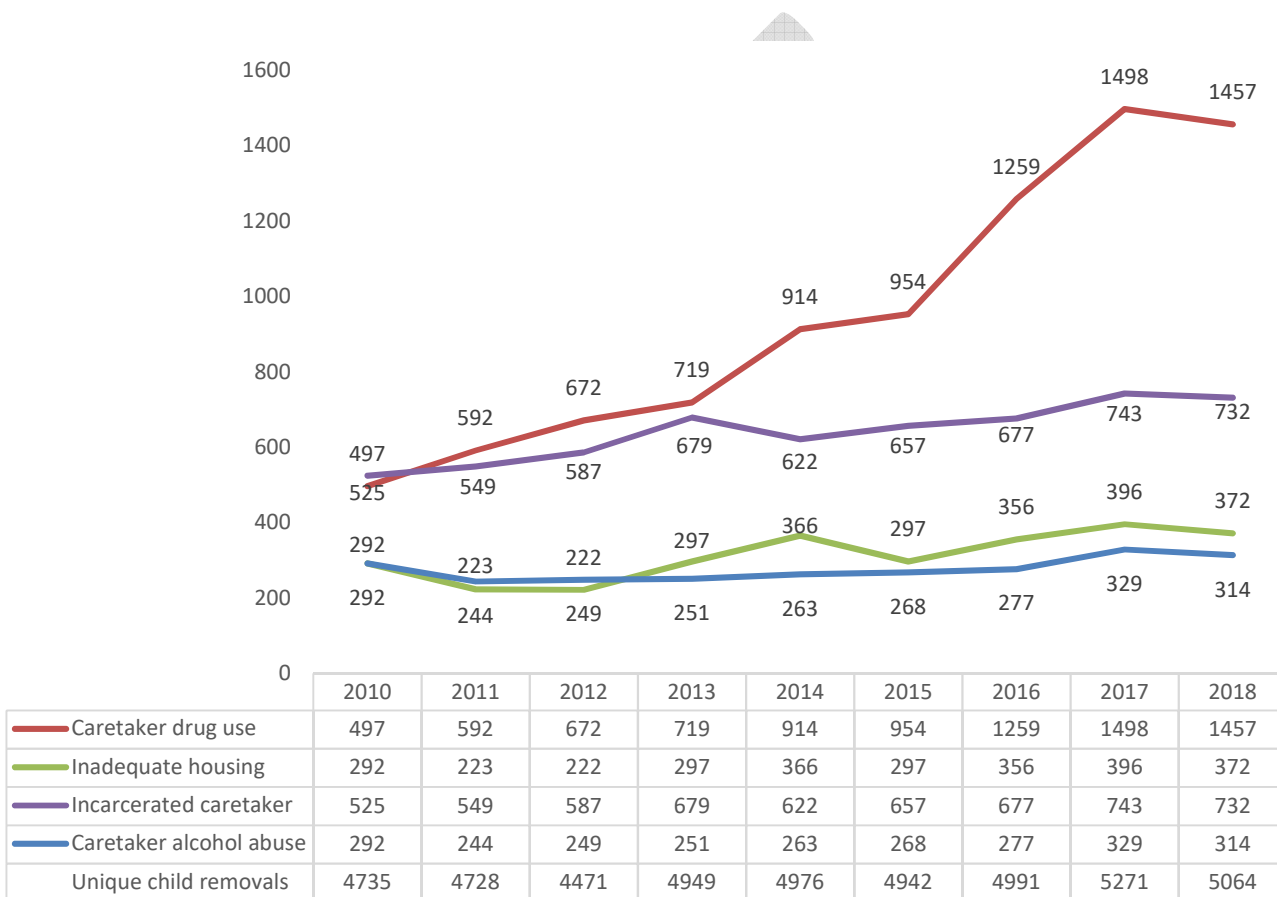
Due to the sharp rise in caseload, workload on child welfare workers has increased significantly. Based on the discussions with stakeholders prior, during and after the CFSR, including county caseworkers and managers, a major root cause of any weaknesses in performance on case practice items, is the increased workload and caseloads on child welfare workers. These factors are important considerations in the development of Wisconsin's PIP and 2020-2024 CFSP.

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[1] R. Ghertner, M. Baldwin, G. Crouse, L. Radel, and A. Waters, "The Relationship between Substance Use Indicators and Child Welfare Caseloads," *ASPE Research Brief*, Washington, DC: U.S. Department of Health and Human Services, Office of the Assistant Secretary for Planning and Evaluation, revised March 9, 2018. Available at https://aspe.hhs.gov/pdf-report/relationship-between-substance-use-indicators-and-child-welfare-caseloads.

Child and Family Outcomes

This section represents data specific to each of the 18 safety, permanency and well-being case review data including the state 2018 CFSR results, performance on the CFSR national standards and available state administrative data for areas of safety, permanence and well-being. In addition, for each of the areas a brief summary of relevant initiatives that address this area are provided.

Safety Outcomes 1 and 2

Safety Outcome 1

Item 1: Timeliness of Initiating Investigations of Reports of Child Maltreatment. Case Record Review Results. 2015-2018.

Chart titled "Item 1" showing:
- 2015 Case Reviews (271): 76%
- 2016 Case Reviews (266): 76%
- 2017 Case Reviews (105): 76%
- 2018 Case Reviews (107): 49%
- 2018 CFSR (65): 93%
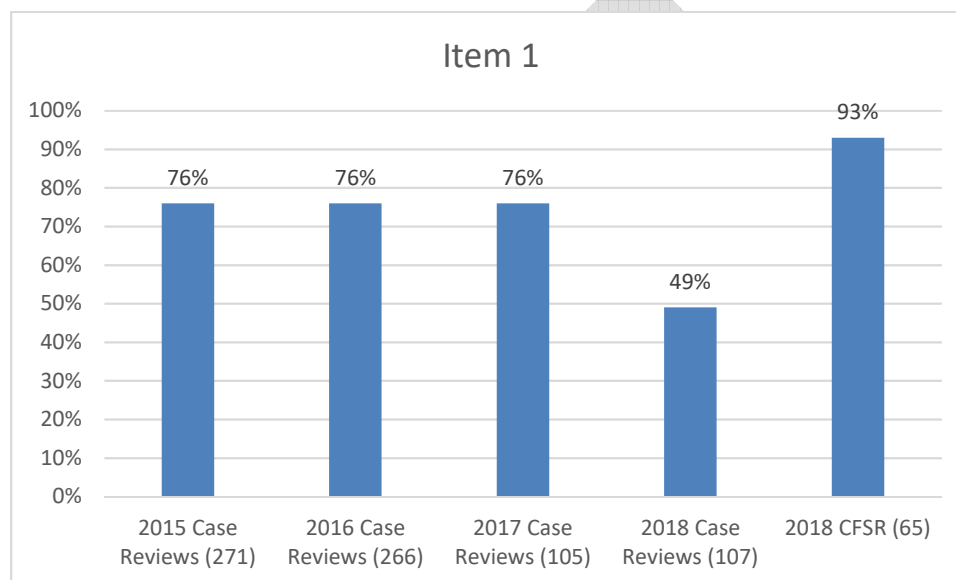
Administrative Data for Item 1

Timely Initial Face-to-Face Contact

	2014	2015	2016	2017	2018
On-Time Face-to-Face %	80.7%	82.2%	81.4%	81.2%	80.1%
Total IAs Completed	26,260	26,968	26,464	26,189	27,149

Timely Completion of Initial Assessments

	2014	2015	2016	2017	2018
On-Time Completed IAs	61.5%	66.5%	68.2%	68.5%	69.2%
Total IAS Completed	26,260	26,968	26,464	26,189	27,149
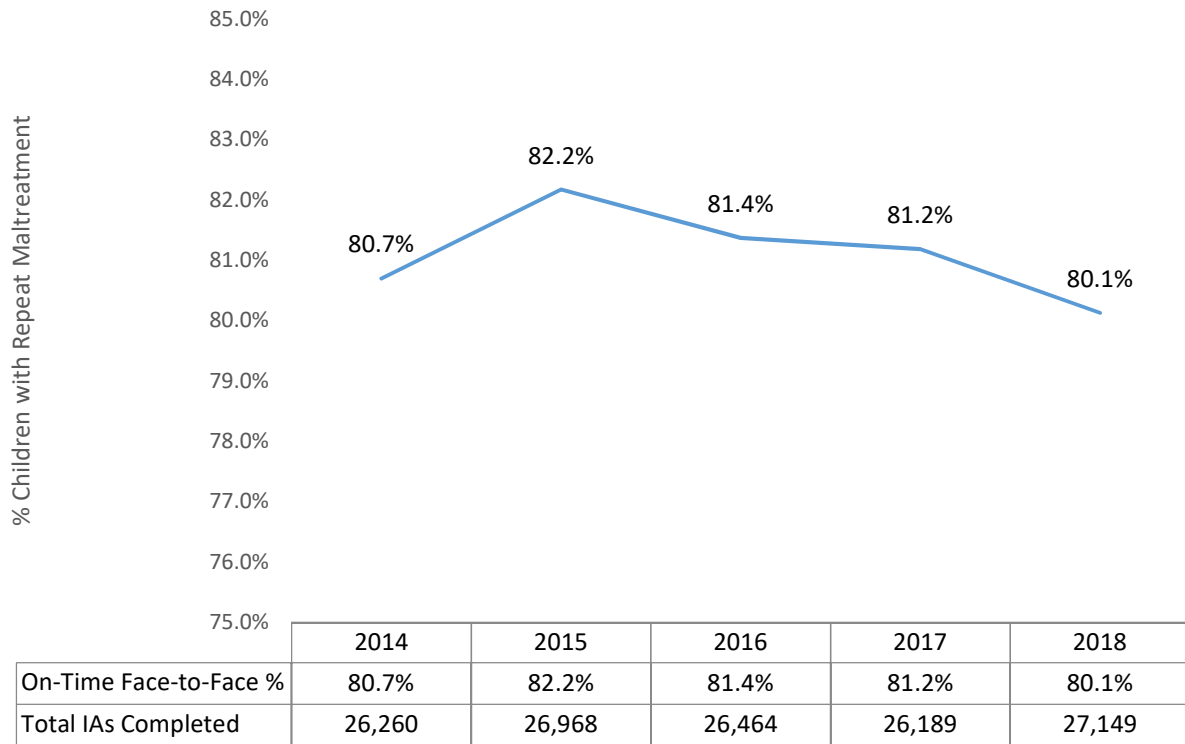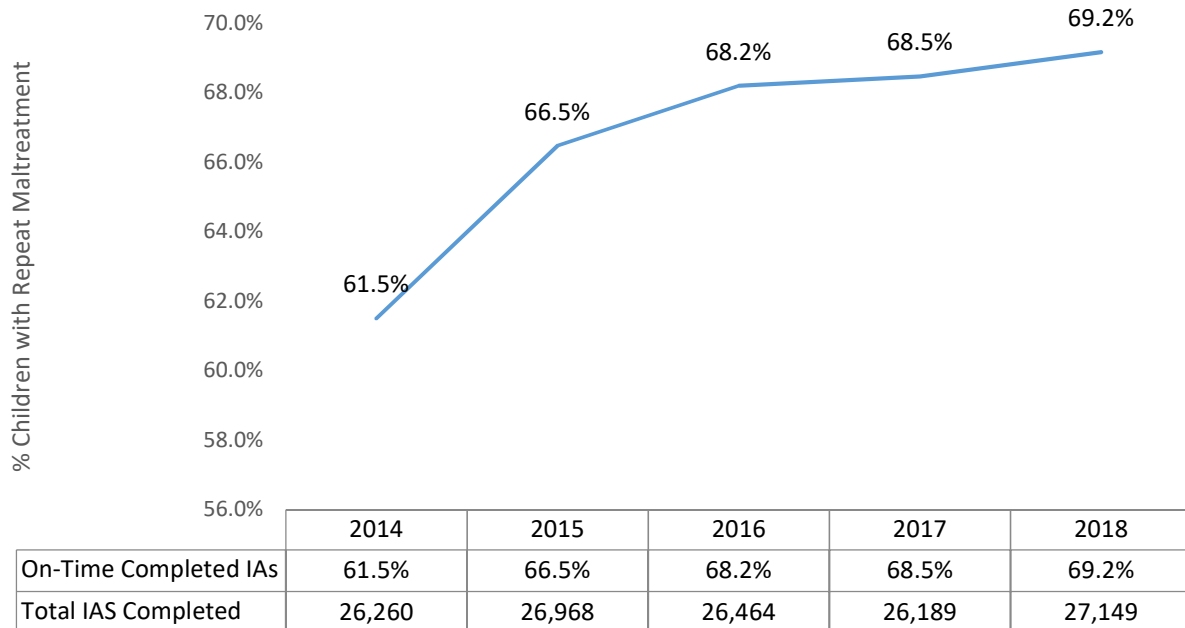
Safety Outcome 2

Item 2: Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry Into Foster Care. Case Record Review Results. 2015-2018.

Item 2

Category	Percentage
2015 Case Reviews (271)	88%
2016 Case Reviews (266)	86%
2017 Case Reviews (105)	82%
2018 Case Reviews (107)	83%
2018 CFSR (65)	58%
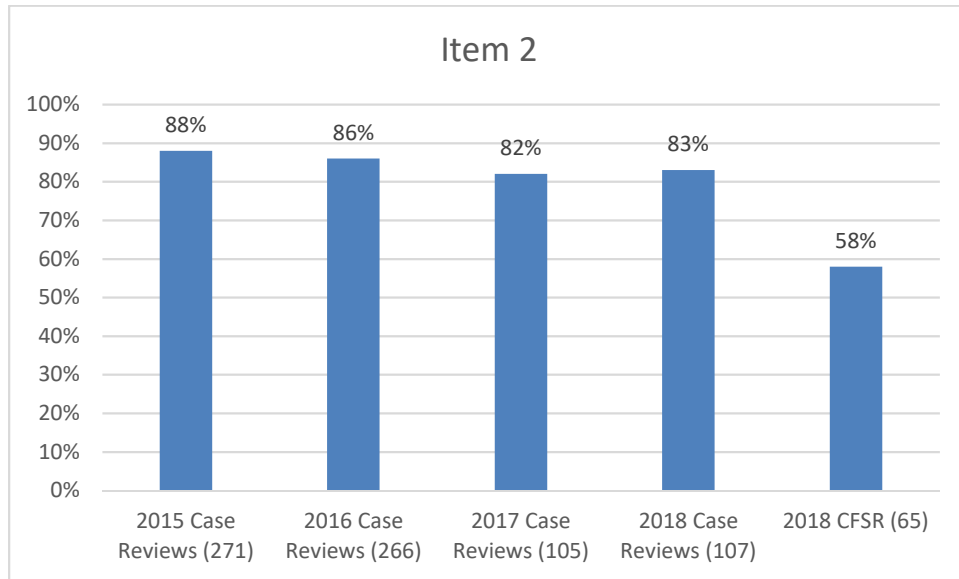
National Performance Data – CFSR 3 Measures

Re-Entry into Out-of-Home Care

Year	Re-Entry %
2012	11%
2013	11%
2014	10%
2015	11%
2016	11%

Y-axis: Percent Children Re-Entering OH within 12 Months

Legend: Re-Entry %, Target

Recurrence of Maltreatment

Chart: Recurrence of Maltreatment. Y-axis: % Children with Repeat Maltreatment (0% to 10%). X-axis: Year (2013–2017). Legend: Recurrence Rate, Target. Data points: 2013: 5%, 2014: 4%, 2015: 5%, 2016: 4%, 2017: 5%. Target line at 9%.
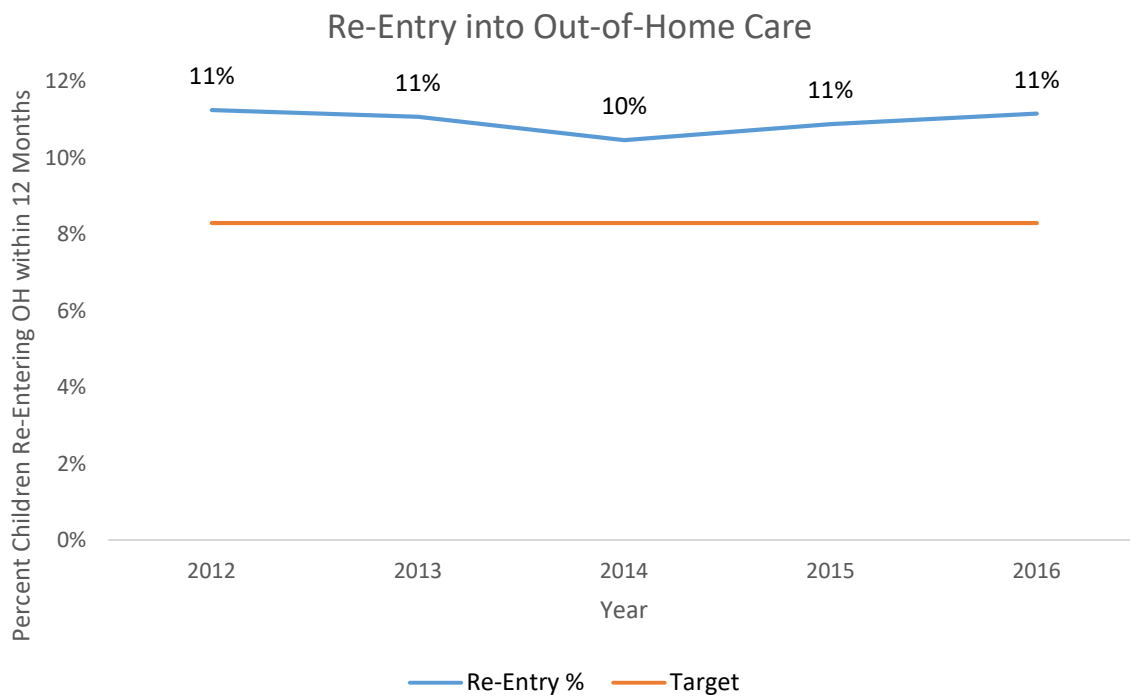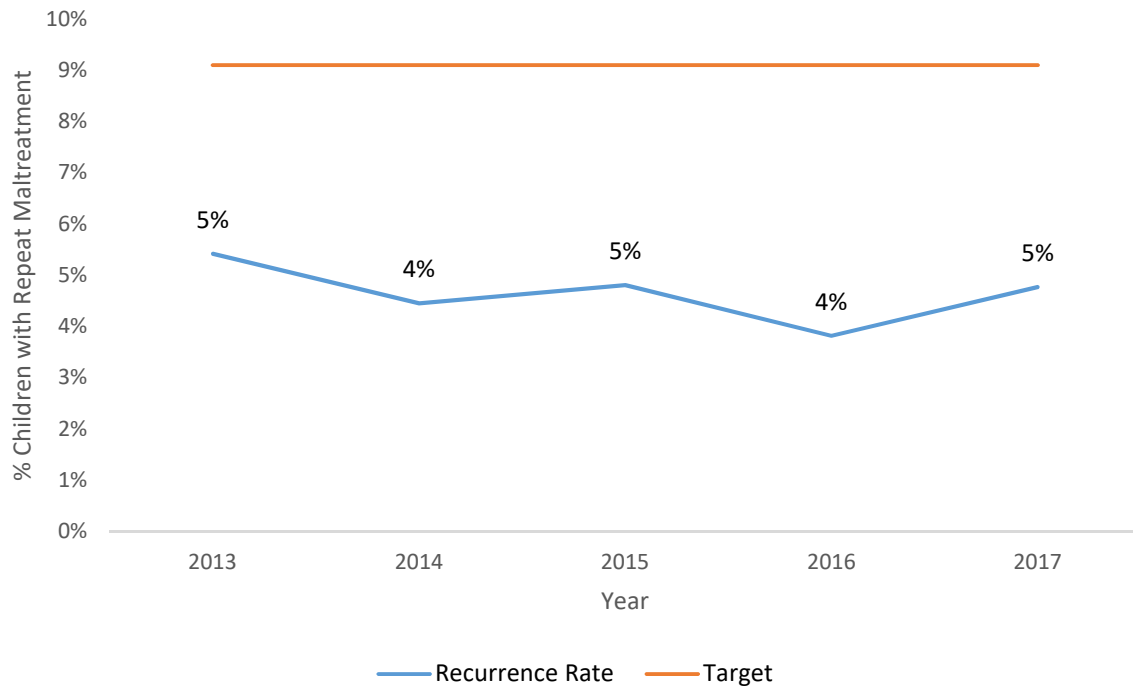
Item 3: Risk and Safety Assessment and Management. Case Record Review Results. 2015-2018.

Chart: Item 3. Bars: 2015 Case Reviews (271): 64%; 2016 Case Reviews (266): 72%; 2017 Case Reviews (105): 70%; 2018 Case Reviews (107): 64%; 2018 CFSR (65): 35%.

National Performance Data

Maltreatment in Out-of-Home Care
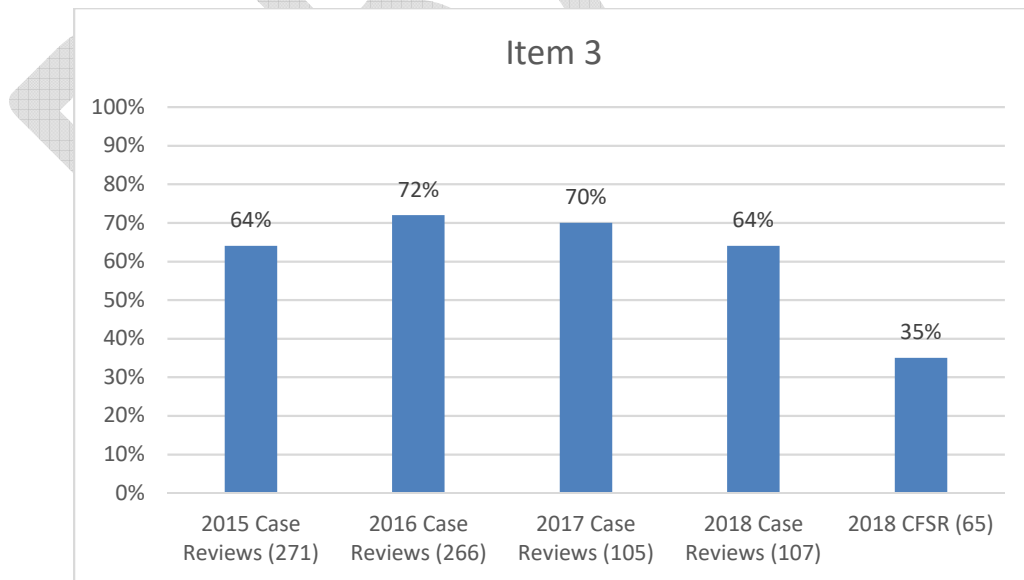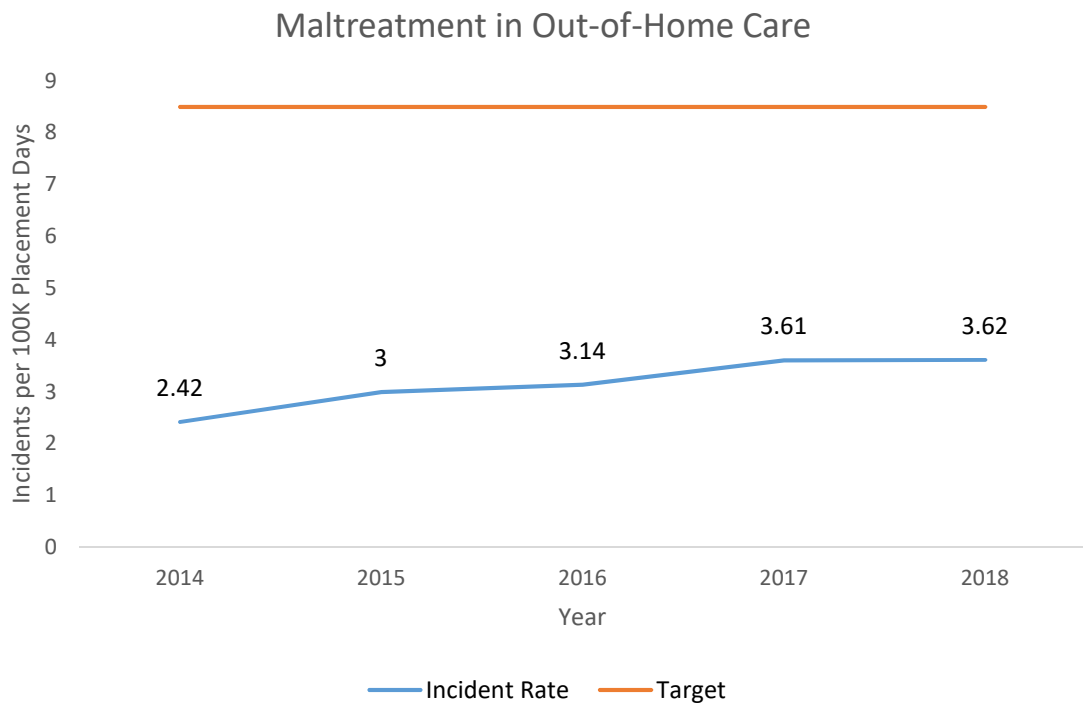
Administrative Data

Safety Decision by Initial Assessment Disposition for Primary Caregiver CPS Initial Assessments: Calendar Year 2017

Initial Assessment Disposition	Safe		Unsafe		No Safety Decision		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Case Closed	16,417	68.4%	123	0.5%	208	0.4%	16,748	69.8%
Case Closed – Child Safe and Referred to Community Services	2,842	11.8%	43	0.2%	157	0.3%	3,042	12.7%
Case Opened – Ongoing CPS Services: Petition	413	1.7%	2,110	8.8%	54	0.1%	2,577	10.7%
Case Already Opened – Ongoing CPS Services	313	1.3%	237	1.0%	20	0.0%	570	2.4%
Case Closed – Child Safe and Referred to Community Response Program	297	1.2%	2	0.0%	16	0.0%	315	1.3%
Case Opened – Ongoing CPS Services: Voluntary	286	1.2%	186	0.8%	5	0.0%	477	2.0%
Case Opened – Non-CPS Services	170	0.7%	9	0.0%	5	0.0%	184	0.8%
Case Opened – DMCPS Safety Services	6	0.0%	79	0.3%	0	0.0%	85	0.4%
Total	**20,744**	**86.4%**	**2,789**	**11.6%**	**465**	**1.9%**	**23,998**	**100.0%**

Brief Assessment on Improving Outcomes

DCF has extensively consulted with key stakeholder groups, families, foster parents, foster youth and others on the state's performance related to safety. This feedback will be captured in ongoing strategic planning that will continue to shape how the state addresses safety considerations. Stakeholders note that the Safety Services Program is noted as a valuable tool in improving safety outcomes. Dashboards and other technical tools described above as well as clear policies for safety, protection and interaction are noted by stakeholders and partners as tools helping workers improve safety.

Because case review data is point in time data, over time comparisons can't be determined. Administrative shows performance holding steady over the last five years for face to face contacts and improving steadily for timely completion of initial assessments. National performance data shows that Wisconsin consistently performs better than the national standard and has improved performance over the five years. Following are several initiatives DCF is engaged in to continue to improve performance.

Initiatives to address Safety Outcomes 1 and 2

- In-home Safety Services (Safety Services) provide wraparound supports and services to help safely maintain families in their home.

- Ongoing training provided to all new staff reinforces timeliness standards and timing and how to follow best practice.
- A worker dashboard is available to provide workers with real time information on their initial face-to-face contact timeliness. Technical assistance is provided by DCF to all counties, targeting counties with especially low initial face-to-face contact timeliness to improve this rate.

- The Predictive Risk Model is being created to help counties to further inform agency decision-making regarding appropriate and timely intervention, including interventions that can help prevent future referrals.
- Protective Planning is a tool to voluntarily engage families early in the case process when a Present Danger Threat has been identified. This document creates a plan with the family to keep the child safe in the family home while the agency gathers more information. The plan is meant to be voluntary and very short-term. This can be a helpful tool in preventing removal.

- eWiSACWIS provide information on Present Danger Assessments and Protective Plans to allow counties and the state to better understand the frequency, use, and sufficiency of Protective Plans.

- The Safety Services Pre-Enrollment report in eWiSACWIS shows cases in the initial 60 days that have a documented protective or safety plan. This allows counties to track their protective planning and safety planning documentation.

- Re-Referral Reports provide an additional level of data to county child welfare agencies when considering the needs of families. Research shows that there are several potential indicators for re-referrals to the child welfare system and this report provides high-level information on families and documents whether the indicators are present in the case. The report allows counties to see the life of the case and can allow counties to consider family history and previous interventions as they consider how to best support families.

- Promoting Safe and Stable Families requires evaluation metrics of goals identified in the county's application related to promoting stability and reducing entry or re-entry in to out-of-home care. DCF reviews all county applications and reports and promotes the use of quantifiable metrics and targeted outcome measures related to appropriation of the funds.

- Confirming Safe Environments

  o The Adoption and Safe Families Act (ASFA) identifies requirements intended to assist States in efforts to protect and care for children who come into contact with the public child welfare system. Critical factors outlined in ASFA include consideration of a child's health and safety when placing the child in out-of-home care placement.

  The child welfare agency is responsible for determining safety prior to placement, in the placement setting, and at regularly established intervals. At a minimum, safety in the placement environment must be evaluated and confirmed every six months. Safety determinations are required for all children placed in an unlicensed home, foster care home, group home, or residential care center regardless of the type of court order

(Child in Need of Protection or Services, Juvenile in Need of Protection or Services, or Delinquency).

To meet ASFA requirements and to assess for safety of the placement, Wisconsin requires agencies with "placement and care responsibility" to confirm a safe environment (CSE) when children are placed in out-of-home care. CSE applies to all children and youth in Out of Home placement. It includes all children for which the agency maintains placement, court ordered care, and responsibility.

DCF released a memo on March 14, 2013 detailing the requirements to complete a Confirming a Safe Environment when children are placed in out of home care for reference. Following is a link to the memo - https://dcf.wisconsin.gov/files/cwportal/policy/pdf/memos/2013-03.pdf

• Family Interaction Plan (FIP)

   o Family interaction is an opportunity to maintain, establish, and promote parent-child relationships. In addition, family interaction is an opportunity for parents to evaluate their own parenting capacities and gain knowledge of new practices and views about parenting. Areas the agency assesses during family interaction may include, but are not limited to: the child's health, safety, developmental, emotional, and attachment needs, as well as the presence of domestic violence.

   Whenever possible, face-to-face family interaction is the desirable professional practice. Before face-to-face family interaction is implemented, the agency worker must assess if there are present or impending danger threats to child safety. The agency worker must also assess for current or prior domestic violence in the relationships of the adults involved in the case.

• To ensure safety during family interaction the family interaction plan shall take into account the safety of all family members. When necessary, the agency shall implement safety measures during family interaction, which can include, but are not limited to: supervised family interaction, arranging different schedules in domestic violence cases, using a safe drop off/pick up location, etc. Data shows that 89% of cases have a documented Family Interaction Plan

Permanency Outcomes 1 and 2

Permanency Outcome 1

Case Review Data

Item 4: Stability of Foster Care Placement. Case Record Review Results. 2015-2018.

Item 4

Bar chart showing:
- 2015 Case Reviews (271): 82%
- 2016 Case Reviews (266): 71%
- 2017 Case Reviews (105): 72%
- 2018 Case Reviews (107): 61%
- 2018 CFSR (65): 88%
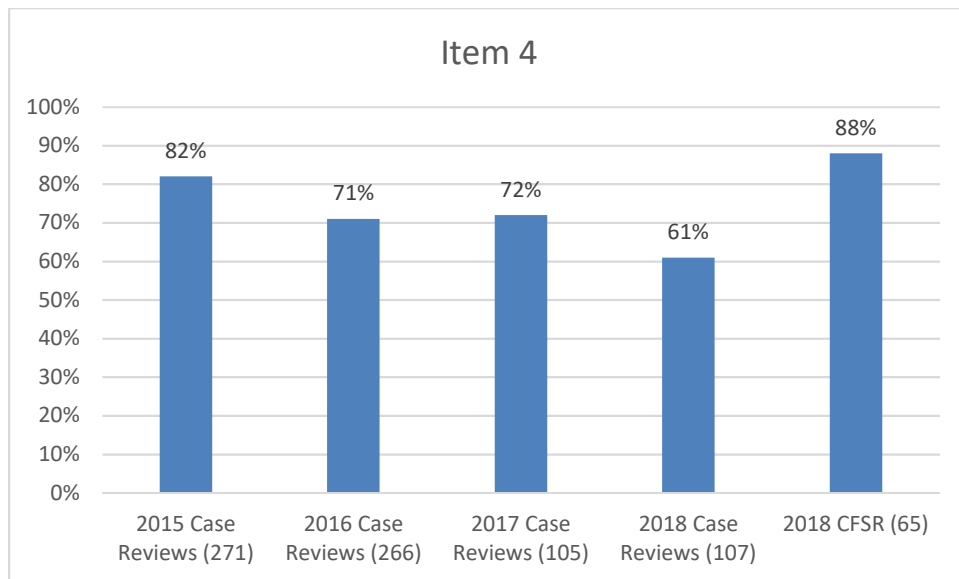
Item 5: Permanency Goal for Child. Case Record Review Results. 2015-2018.

Item 5

Bar chart showing:
- 2015 Case Reviews (271): 54%
- 2016 Case Reviews (266): 67%
- 2017 Case Reviews (105): 59%
- 2018 Case Reviews (107): 56%
- 2018 CFSR (65): 59%
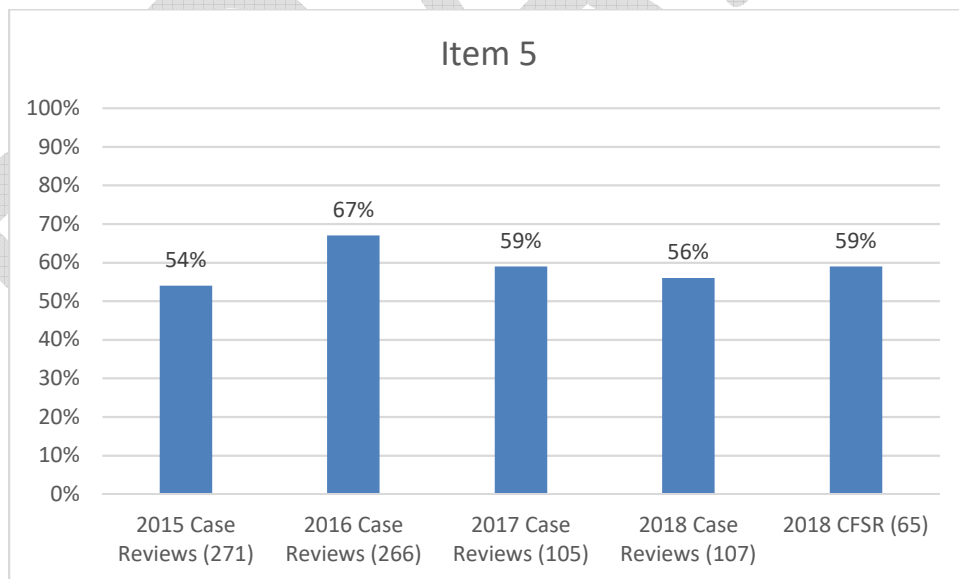
Item 6: Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement. Case Record Review Results. 2015-2018.

Item 6

Bar chart showing:
- 2015 Case Reviews (271): 66%
- 2016 Case Reviews (266): 59%
- 2017 Case Reviews (105): 50%
- 2018 Case Reviews (107): 46%
- 2018 CFSR (65): 48%

National Performance Data – CFSR 3

Placement Stability

Line chart, Moves per 100K Placement Days vs Year:
- Move Rate: 2014: 4.05, 2015: 4, 2016: 4.03, 2018: 3.4
- Target: 3.73

Legend: Move Rate, Target
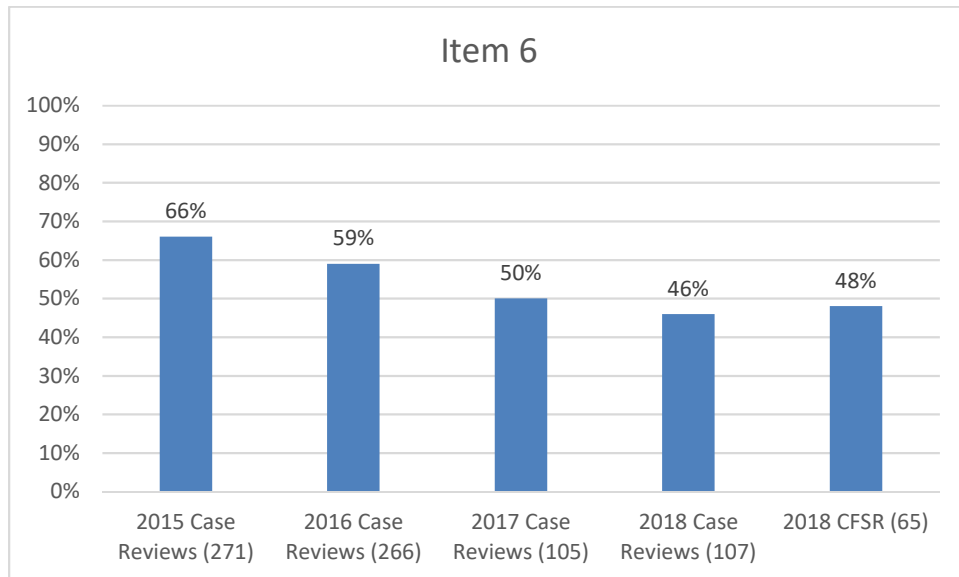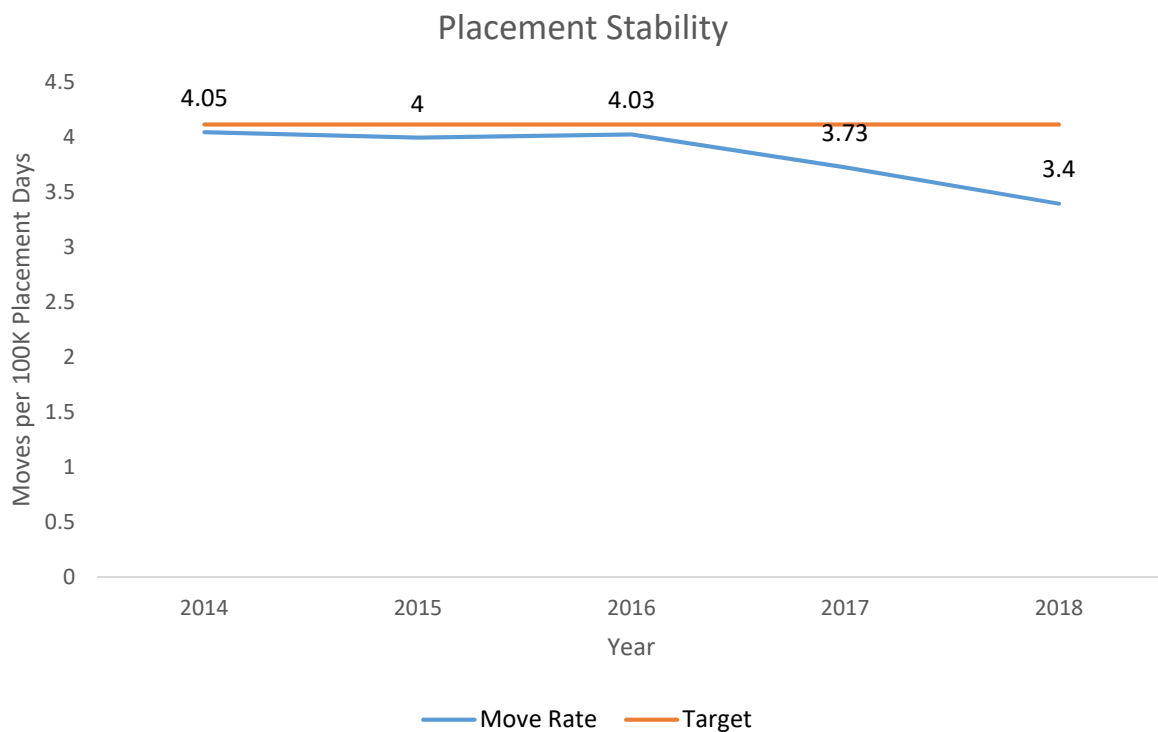
Legal Permanence within 12 months

Chart: Percent Children exiting to Permanency by Year (2014–2018)

- 2014: 45%
- 2015: 43%
- 2016: 41%
- 2017: 41%
- 2018: 39%

Legend: % Children Exiting — Target
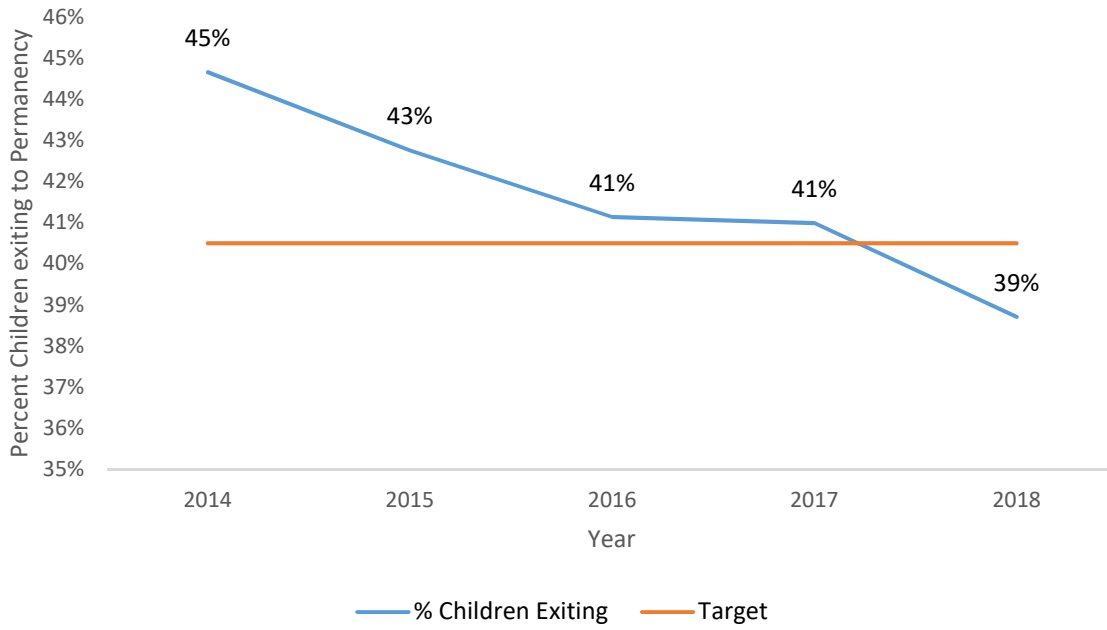
Legal Permanence 12-23 Months

Chart: Percent Children exiting to Permanency by Year (2014–2018)

- 2014: 45%
- 2015: 44%
- 2016: 43%
- 2017: 44%
- 2018: 43%

Legend: % Children Exiting — Target

27

CFSR 3 - Legal Permanence in 24 months

Chart showing "Percent Children exiting to Permanency" (y-axis, 25% to 41%) versus Year (x-axis, 2014 to 2018).

% Children Exiting values: 2014: 38%, 2015: 37%, 2016: 36%, 2017: 40%, 2018: 40%

Legend: % Children Exiting — Target

Total Open Subsidized Guardianship Agreements at Year End

Chart showing "Total Open SG Agreements" (y-axis, 0 to 1200) versus Year (x-axis, 2013 to 2017).

Values: 2013: 332, 2014: 502, 2015: 707, 2016: 978, 2017: 1119

Administrative Data

Youth Aging Out of OHC

Children Aging Out

Year	Value
2014	328
2015	297
2016	289
2017	303
2018	293

Permanency Outcome 2

Item 7: Placement With Siblings. Case Record Review Results. 2015-2018.

Item 7

Category	Value
2015 Case Reviews (271)	86%
2016 Case Reviews (266)	84%
2017 Case Reviews (105)	90%
2018 Case Reviews (107)	93%
2018 CFSR (65)	83%
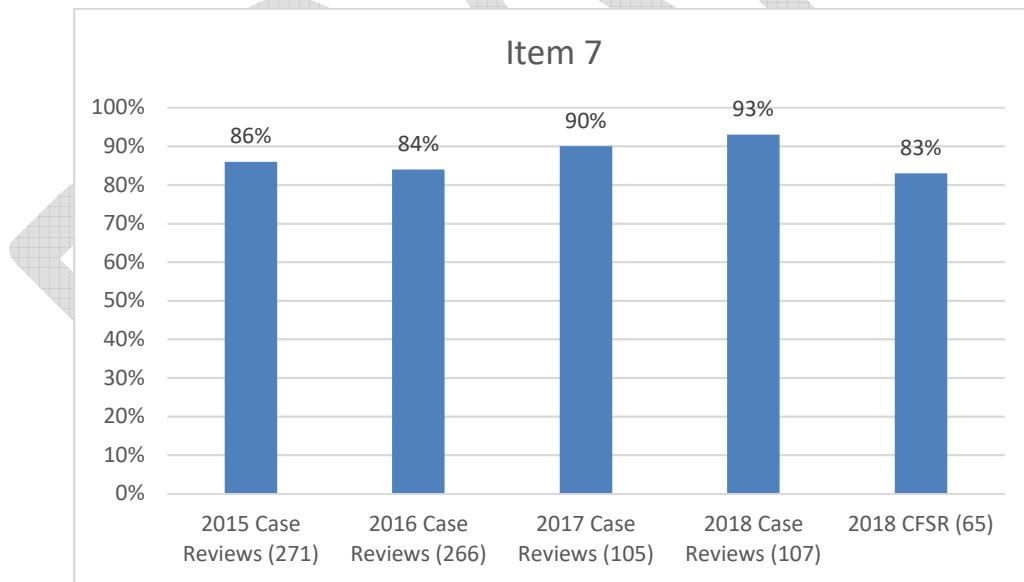
Item 8: Visiting With Parents and Siblings in Foster Care. Case Record Review Results. 2015-2018.

Item 8

57%	68%	65%	58%	66%
2015 Case Reviews (271)	2016 Case Reviews (266)	2017 Case Reviews (105)	2018 Case Reviews (107)	2018 CFSR (65)
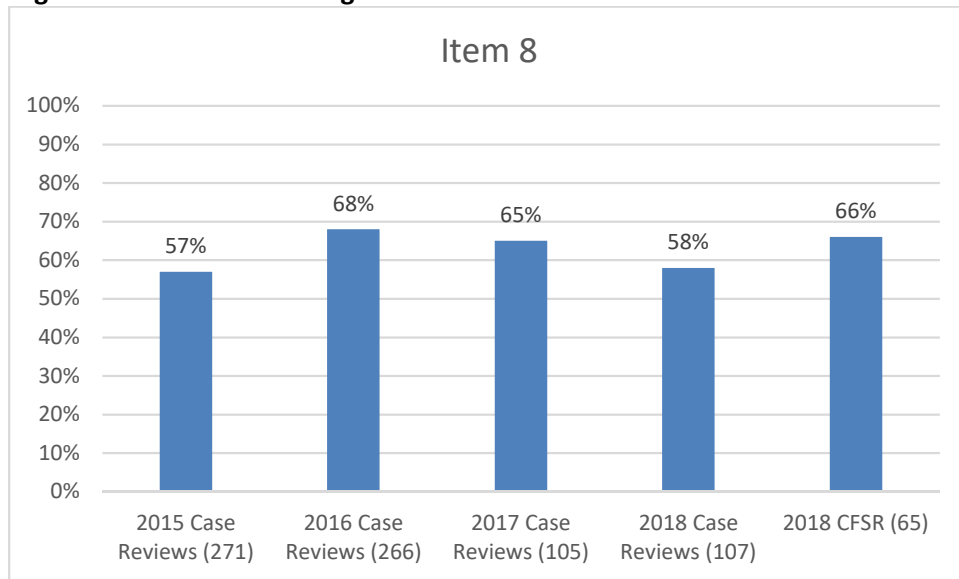
Item 9: Preserving Connections. Case Record Review Results. 2015-2018.

Item 9

75%	81%	78%	64%	65%
2015 Case Reviews (271)	2016 Case Reviews (266)	2017 Case Reviews (105)	2018 Case Reviews (107)	2018 CFSR (65)
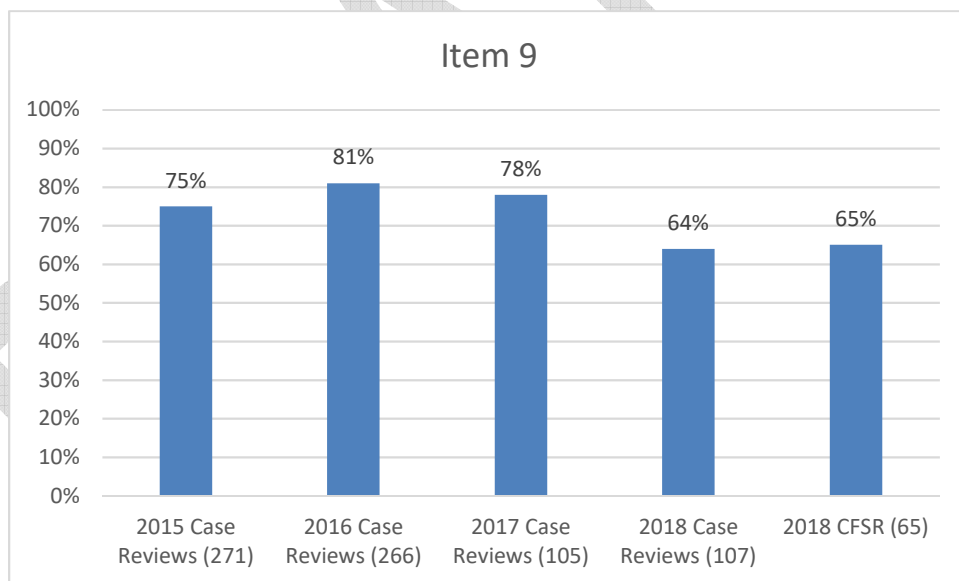
Item 10: Relative Placement. Case Record Review Results. 2015-2018.

Item 10

A bar chart titled "Item 10" showing percentages:
- 2015 Case Reviews (271): 62%
- 2016 Case Reviews (266): 70%
- 2017 Case Reviews (105): 82%
- 2018 Case Reviews (107): 57%
- 2018 CFSR (65): 68%
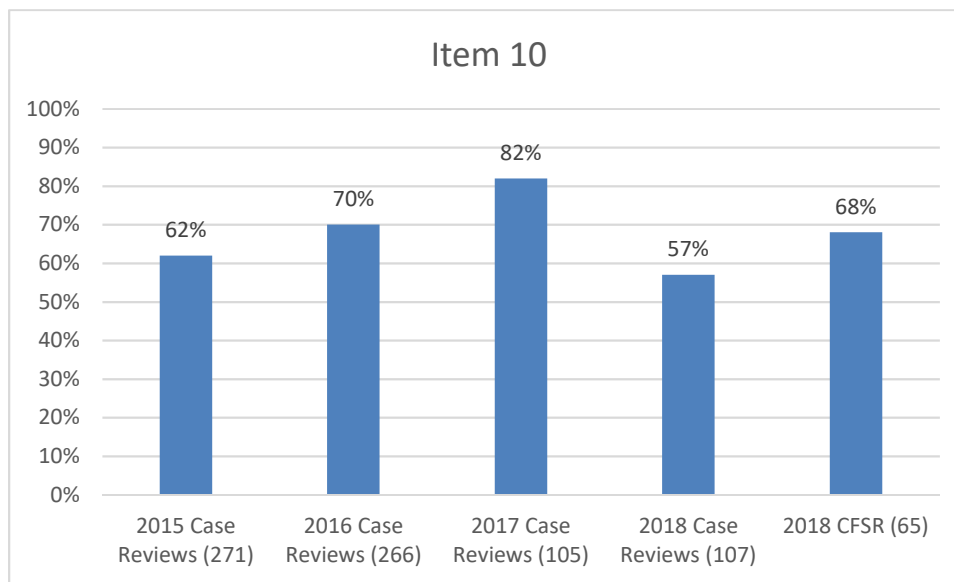
Item 11: Relationship of Child in Care with Parents. Case Record Review Results. 2015-2018.
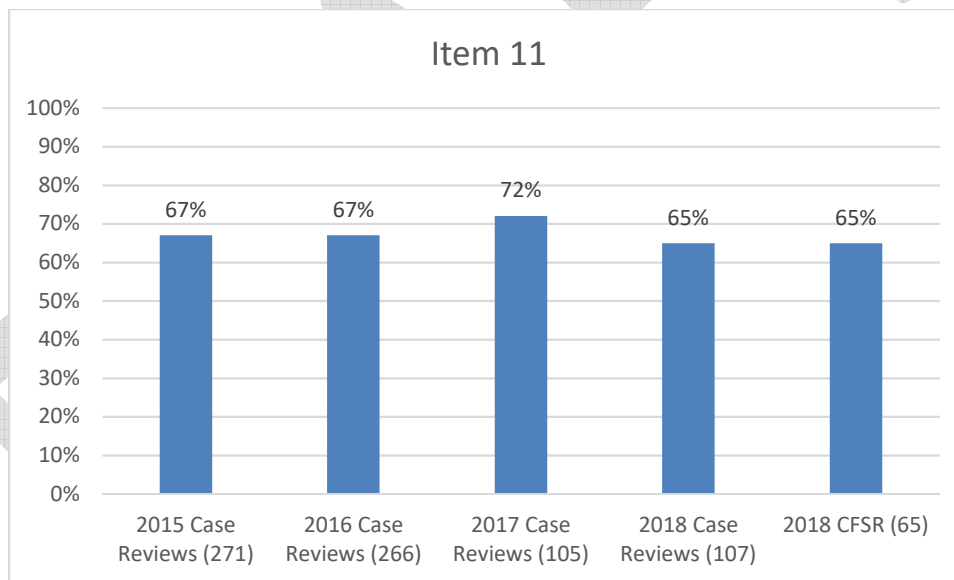
Item 11

A bar chart titled "Item 11" showing percentages:
- 2015 Case Reviews (271): 67%
- 2016 Case Reviews (266): 67%
- 2017 Case Reviews (105): 72%
- 2018 Case Reviews (107): 65%
- 2018 CFSR (65): 65%

Brief Assessment on Improving Outcomes

DCF has extensively consulted with key stakeholder groups, families, foster parents, foster youth and others on the state's performance related to permanency. This feedback will continue to be captured in ongoing strategic planning to shape how the state addresses efforts to improve permanency. Wisconsin has seen a significant and ongoing decline in the number of youth aging out of care. Stakeholders noted and CFSR 3 Review found good practices with relative placement and placement with siblings. Wisconsin's PRT approach is consistently cited as a valuable resource. National performance standards show steady improvement in short, mid and long term permanency. A description of key ongoing efforts to address improved performance follow below.

Initiatives to Address Permanency 1 and 2 Outcomes

- *Concurrent Planning* is a process of working on one permanence goal while at the same time establishing and implementing an alternative permanence goal. It involves simultaneous activities along both permanency plans for the purpose of moving a child more quickly to permanence. Concurrent planning involves a mix of meaningful family engagement, targeted case practice, and legal strategies. Assessing the need for concurrent planning involves an early assessment of the conditions that led to placement that is culturally respectful and based on the family's history and functioning. The assessment takes into consideration the strengths of the family and the likelihood of reunification within 12 to 15 months. Family Find and Engagement.

- *Family Find and Engagement (FFE)* is a process aimed at reestablishing family connections between children in OHC and their relatives. This helps a child develop a sense of belonging. The most important factor contributing to positive outcomes for children in OHC is meaningful connections and lifelong relationships with family. The Family Find and Engagement process follows a model requiring workers to make every effort to locate at least 40 relatives per child. Once family members are found, State Permanency Consultants (SPCs) and caseworkers work to reestablish relationships, when appropriate, and explore ways to build lifelong connections with family and/or find a permanent home with family.

- *Subsidized Guardianship (SG)* is a way for children in foster care to reach permanence. When adoption and reunification with the child's parents are not the best options, it may be possible for a relative, a person who is like-kin, or a foster parent (in certain circumstances) to become the legal guardian and receive a subsidy. Guardians are legally able to consent to the child's school activities, health care, and everyday events, while the family dynamics and relationships remain.

- *Permanency Round Tables (PRT)* is a professional consultation designed to expedite permanency for children and youth in OHC through innovative thinking, the application of best practice, and the "busting" of systemic barriers. The process also includes required follow-up to ensure steps are being taken to expedite the action plan. The outcomes being measured are: the child's progress toward legal permanency (reunification, transfer of guardianship, adoption), changes in the level of placement restrictiveness, the rate of re-entry into OHC, and the rate of discharge to legal permanency. Additional detailed information regarding Permanency Roundtables can be found on the DCF Website: https://dcf.wisconsin.gov/cwportal/permanency/prt.

- *Geographic Placement Resources System (GPRS)* Search

    o GPRS is an online resource, available to all counties and tribes that can assist caseworkers to search for placement options for a child that will preserve and maintain family and peer connections. Searches can be filtered to identify available placement options that maintain the child's school district and radius to biological parents, both of which preserve the network of connections a child or youth may have.

- *Permanency Consultation Guide*

    o The DCF issued a Permanency Consultation Guide for all counties and tribes in 2017. This Permanency Consultation Guide highlights to role of the SPCs and the methods, tools, and processes that can be utilized to identify and preserve family connections for children placed in OHC. A section of this guide is focused on Relative Search and Engagement. More information about this guide can be found here: https://dcf.wisconsin.gov/files/cwportal/policy/pdf/memos/2017-22i.pdf

- *Relative and Non-Custodial Caregiver Engagement Desk Guide*

    o This desk guide offers guidance for caseworkers to engage relatives throughout the life of a case and identify relatives as placement options

- *Caseworker Data and Dashboard – Relative Placements*

    o Caseworkers can view their caseload, county, and statewide data relating to relative placements in the OHC Dashboard. These dashboards are being updated but will contain the same information. Caseworkers can select the children on their caseload, county, or in the state and see the level of need of each child, person type, demographic details, ICWA and tribal status, and other details to better understand the children placed in certain settings such as with a relative, foster home, RCC or group home. This case specific data overview assists workers in supporting relatives with placement by providing child level of need details, the length of stay, and information on the placement moves for the child.
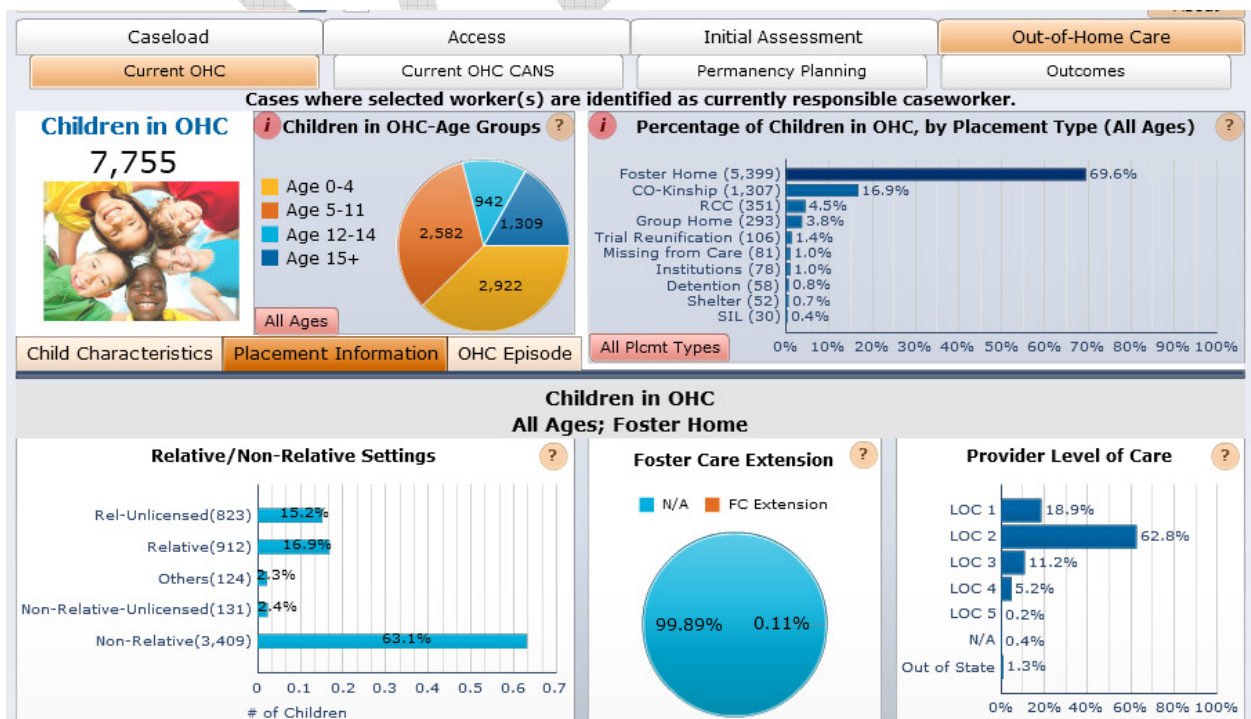
Well-Being Outcomes 1, 2 and 3

Well-Being 1
Item 12: Needs and Services of Child, Parents, and Foster Parents. Case Record Review Results. 2015-2018.

Item 12

Category	Percentage
2015 Case Reviews (271)	52%
2016 Case Reviews (266)	60%
2017 Case Reviews (105)	54%
2018 Case Reviews (107)	36%
2018 CFSR (65)	43%
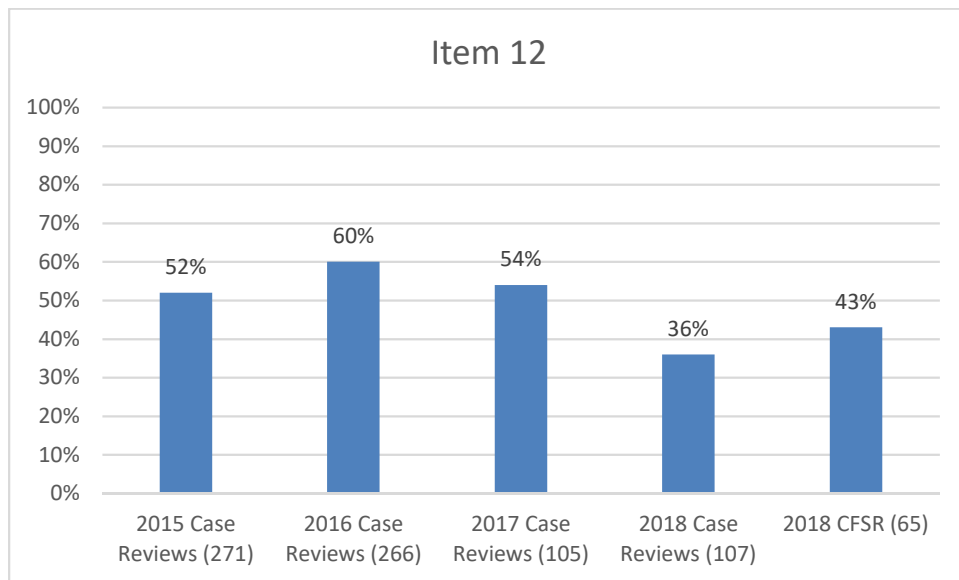
Item 13: Child and Family Involvement in Case Planning. Case Record Review Results. 2015-2018.

Item 13

Category	Percentage
2015 Case Reviews (271)	80%
2016 Case Reviews (266)	61%
2017 Case Reviews (105)	67%
2018 Case Reviews (107)	49%
2018 CFSR (65)	42%
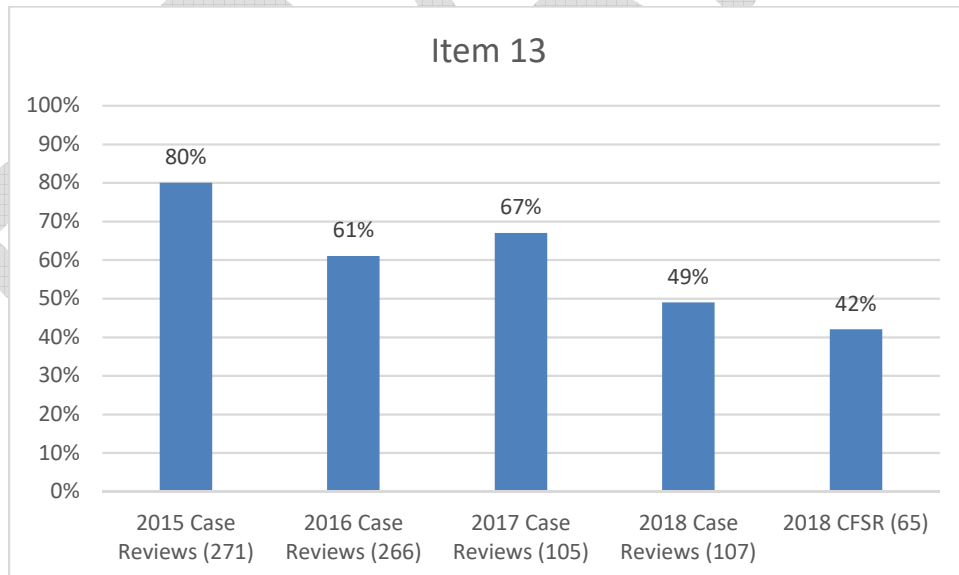
Item 14: Caseworker Visits with Child. Case Record Review Results. 2015-2018.

Item 14

Category	Value
2015 Case Reviews (271)	69%
2016 Case Reviews (266)	69%
2017 Case Reviews (105)	68%
2018 Case Reviews (107)	60%
2018 CFSR (65)	55%
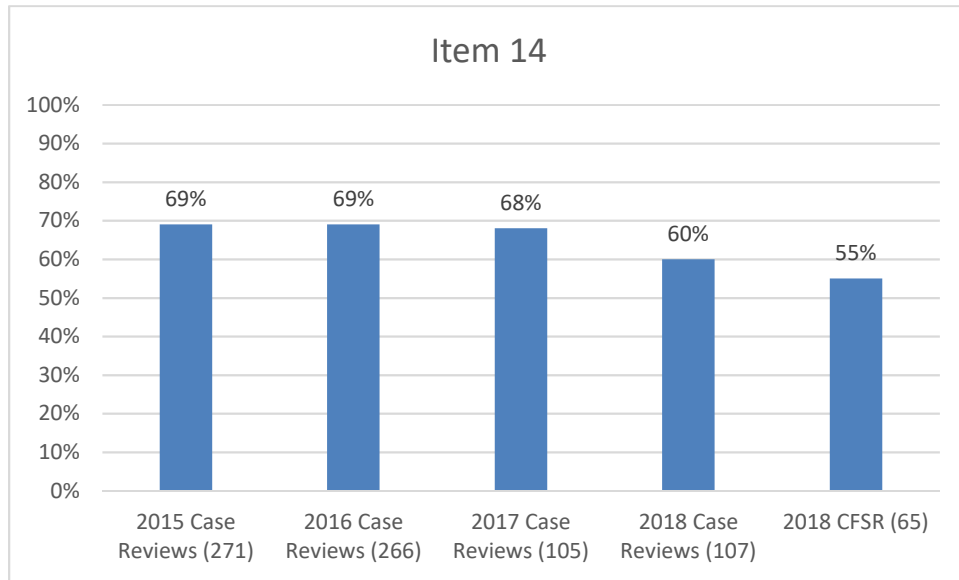
Item 15: Caseworker Visits with Parents. Case Record Review Results. 2015-2018.

Item 15

Category	Value
2015 Case Reviews (271)	48%
2016 Case Reviews (266)	49%
2017 Case Reviews (105)	49%
2018 Case Reviews (107)	42%
2018 CFSR (65)	41%
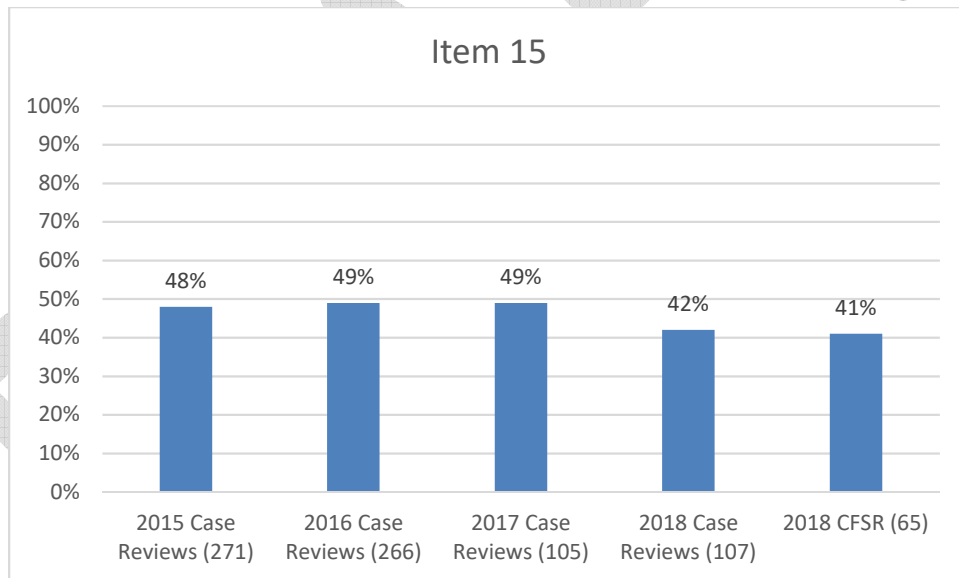
Well-Being 2

Item 16: Educational Needs of the Child. Case Record Review Results. 2015-2018.
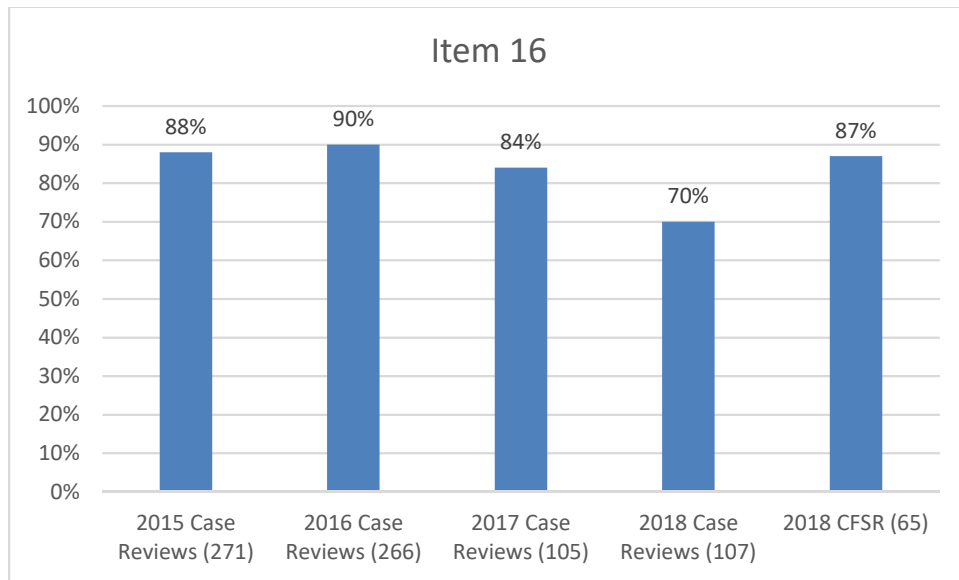
Administrative Data for Item 16

Related to educational data, DCF is in the process of constructing a new study with IRP

	2014	2015	2016	2017	2018	2019
■ 2 Star	28.9%	25.7%	20.0%	19.1%	20.2%	25.8%
■ 3 Star	42.4%	44.9%	44.7%	39.9%	40.3%	35.5%
■ 4 Star	1.2%	2.6%	3.0%	3.3%	6.7%	6.7%
■ 5 Star	27.5%	26.8%	32.3%	37.7%	32.8%	32.0%
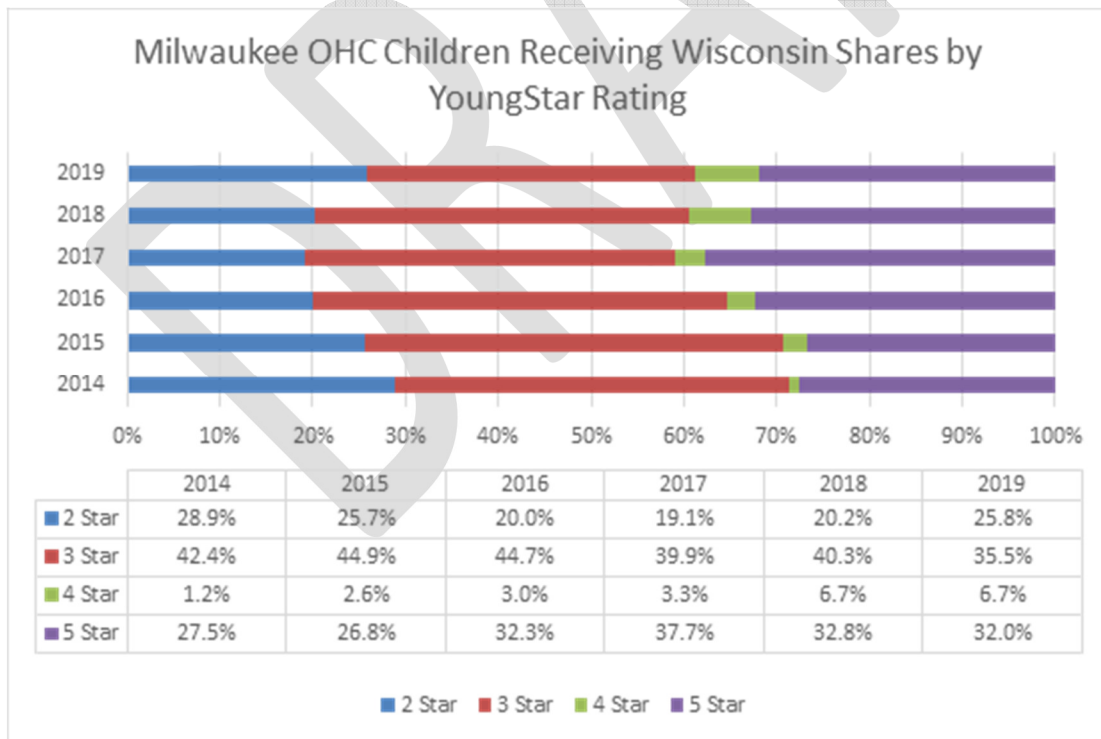
BOS OHC Children Receiving Wisconsin Shares by YoungStar Rating
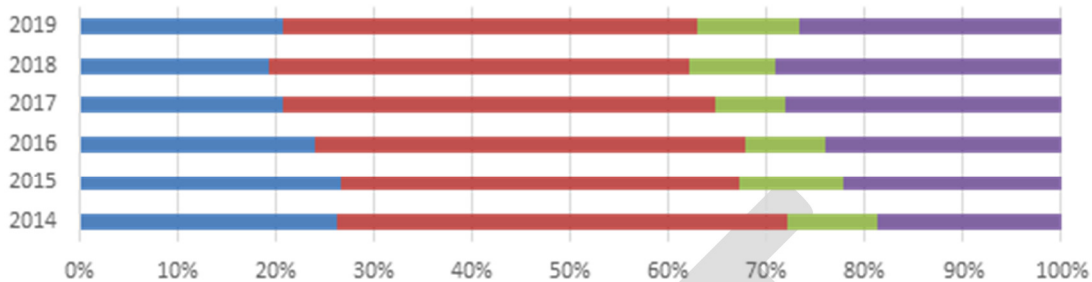
	2014	2015	2016	2017	2018	2019
■ 2 Star	26.3%	26.7%	24.1%	20.7%	19.3%	20.7%
■ 3 Star	45.8%	40.6%	43.7%	44.1%	42.8%	42.2%
■ 4 Star	9.1%	10.6%	8.2%	7.2%	8.8%	10.4%
■ 5 Star	18.8%	22.1%	24.0%	28.0%	29.1%	26.7%

Milwaukee April 2019:

	2 Star	3 Star	4 Star	5 Star
■ Children in OHC receiving WI Shares	25.8%	35.5%	6.7%	32.0%
■ Children NOT in OHC receiving WI Shares	32.1%	45.1%	8.4%	14.4%

BOS April 2019:

	2 Star	3 Star	4 Star	5 Star
■ Children in OHC receiving WI Shares	20.7%	42.2%	10.4%	26.7%
■ Children NOT in OHC receiving WI Shares	24.8%	43.5%	6.9%	24.8%
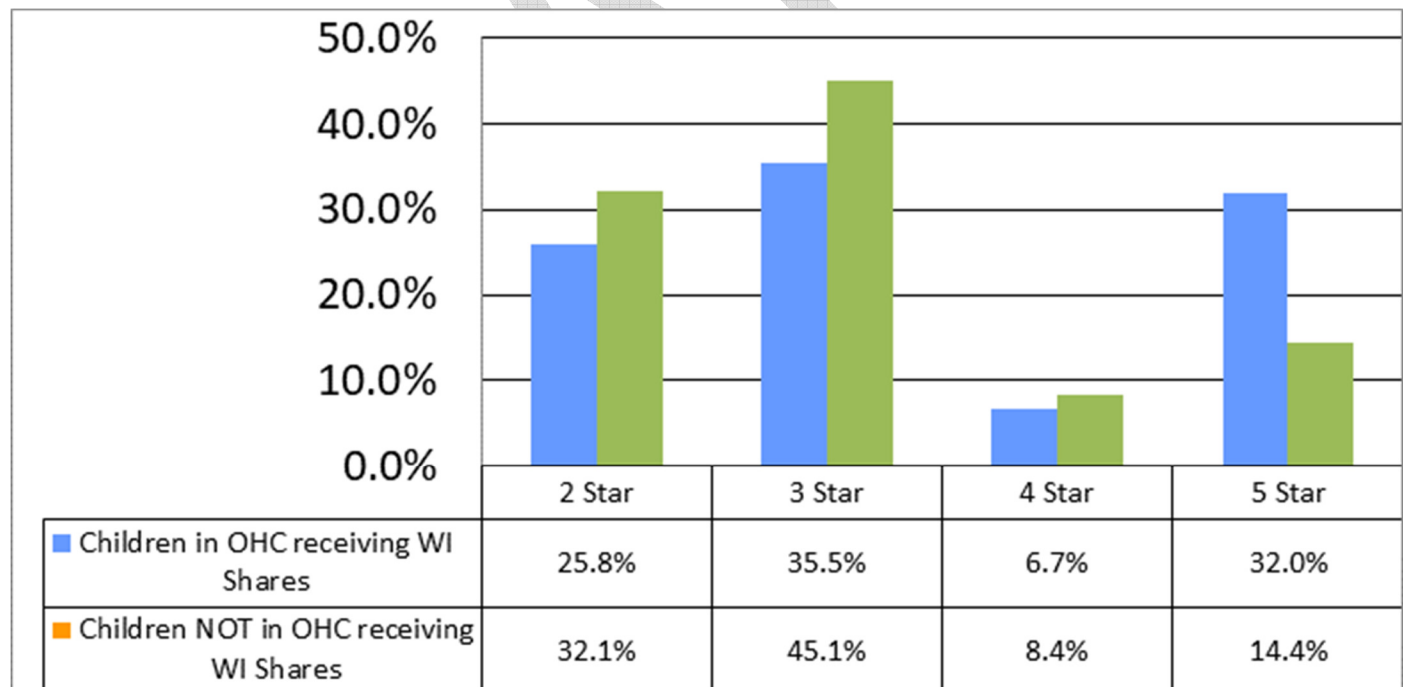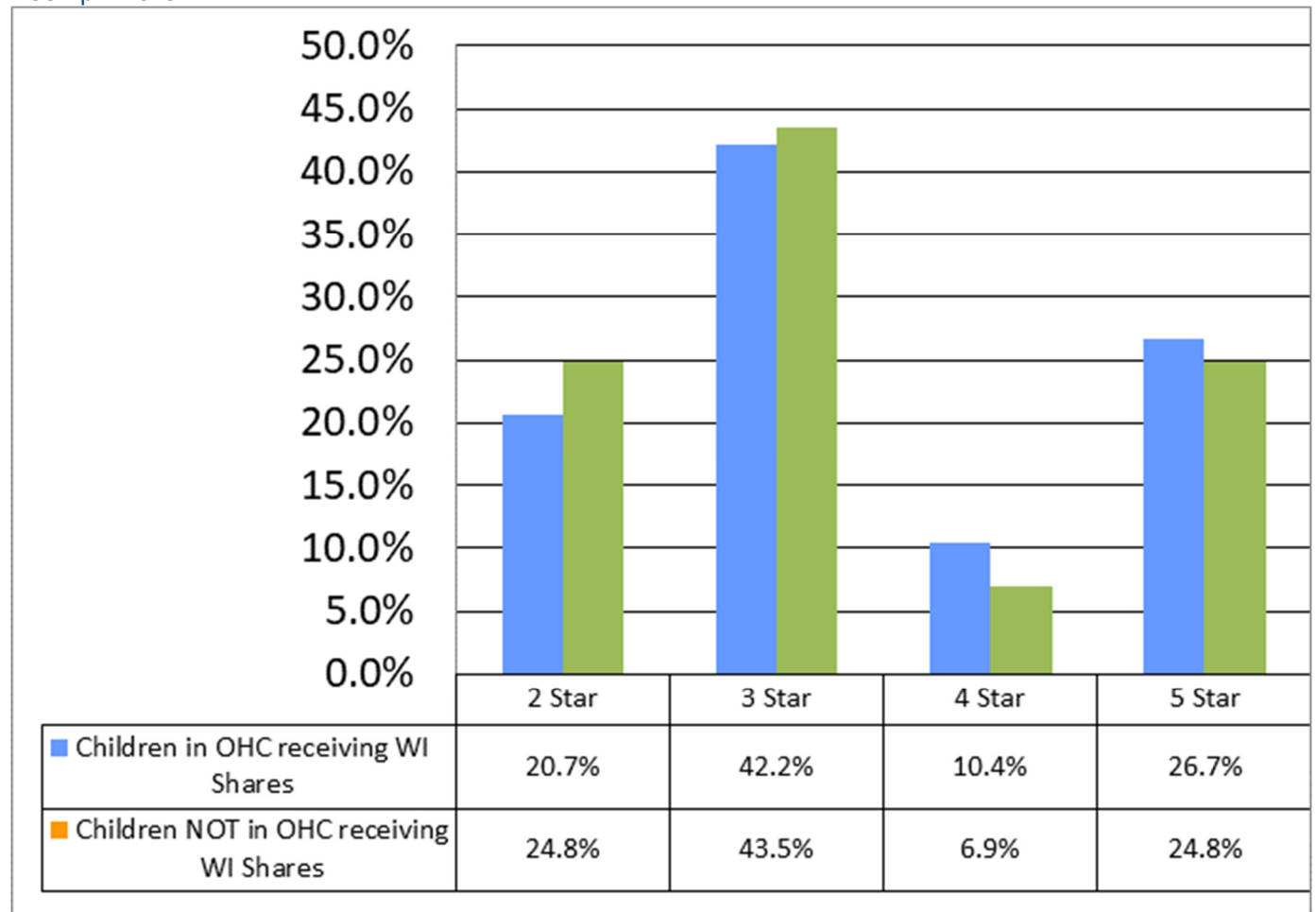
Well Being 3

Item 17: Physical Health of the Child. Case Record Review Results. 2015-2018.
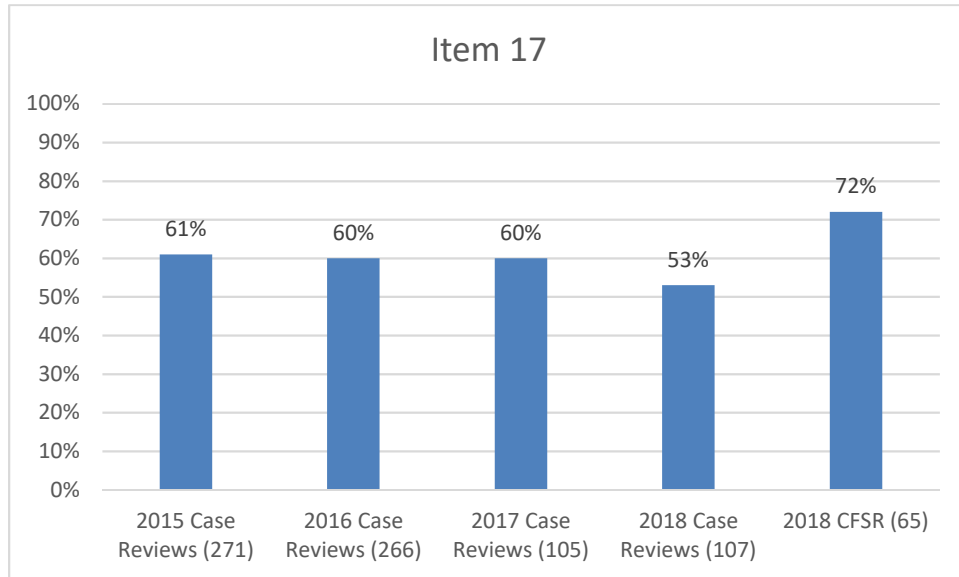
Administrative Data from Care4Kids
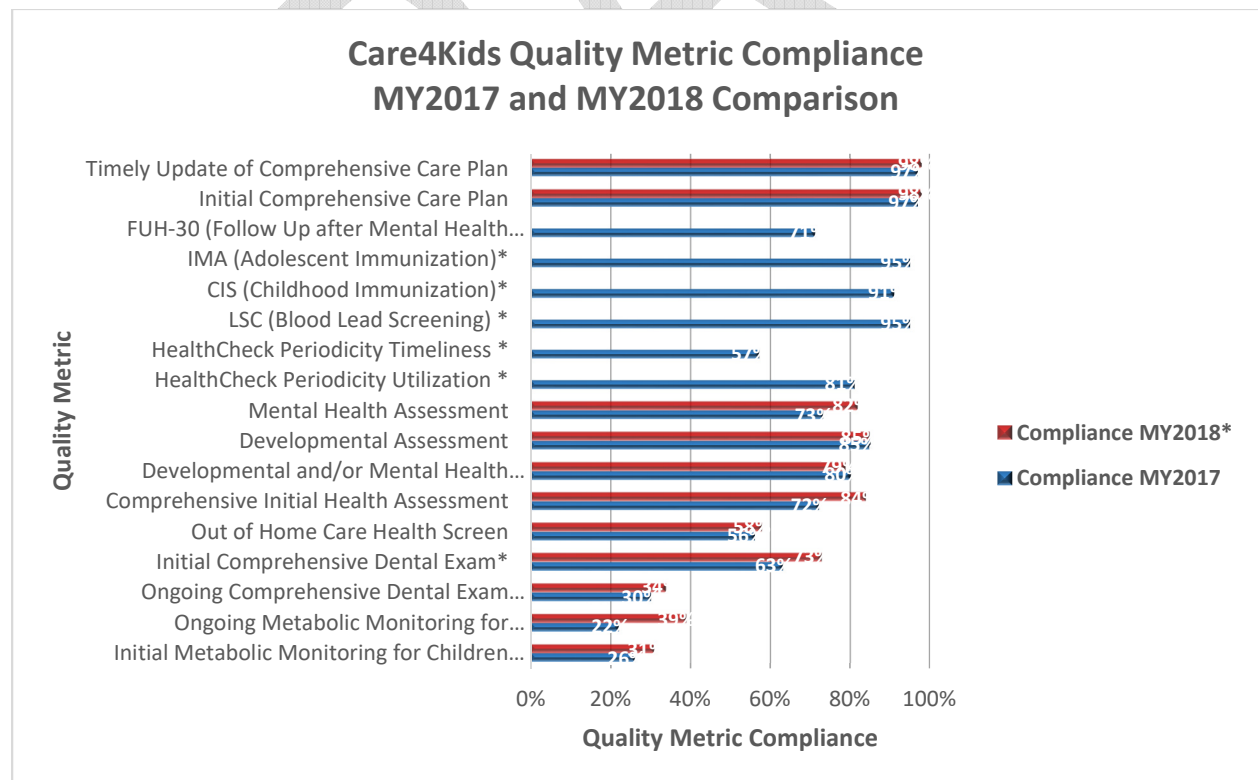
Item 18: Mental/Behavioral Health of the Child. Case Record Review Results. 2015-2018.

Brief Assessment on Improving Outcomes

DCF has extensively consulted with key stakeholder groups, families, foster parents, foster youth and others on the state's performance related to child and family well-being. This feedback will be captured in ongoing strategic planning that will continue to shape how the state addresses safety considerations. DCF was noted for performing well in meeting the educational needs of children in OHC in the 2018 CFSR. Additional areas of strength are that DCF has been successful in continuing to grow now maintain a high level of chi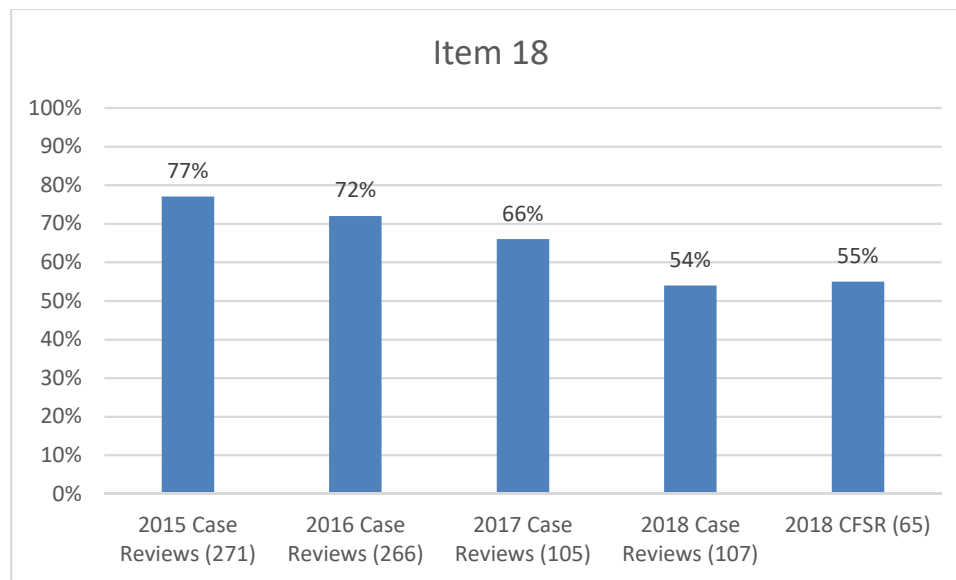ldren in OHC accessing high quality child care through the state's YoungStar program. Wisconsin has also seen a reduction in the number of children aging out of care. The CANs has been an effective tool in helping identify needs and connecting youth and their families to resources. Areas of challenge continue around access to mental health resources for children and access to dental care.

Initiatives to Address Well-Being Outcomes 1, 2 and 3

- *Permanency Plan Documentation*

    o The Permanency Plan is a required case plan for all children in OHC. Along with other goals related to general case practice, the Permanency Plan outlines health related services received by the child, including their most recent well-child check, and a list of immunizations. Caseworkers are required to document compliance with immunization periodicity, and outline a plan to come into compliance for children who are not up to date on their immunization schedule. It also allows caseworkers to develop case goals specific to health related concerns, and requires goals specific to health outcomes when those needs are identified in the Child and Adolescent Needs and Strengths (CANS) tool.

- *Child and Adolescent Needs and Strengths Tool*

  - o The Child and Adolescent Needs and Strengths (CANS) Tool is required to be completed by caseworkers within 30 days of placement, with updates every 6 months thereafter and whenever there is an additional placement change. The child's caseworker completes the CANS with a team of people working with the child, including the foster parent, medical providers, and other individuals with important information to be included in the assessment. Although the CANS rates many items, medical needs and services are rated in the Life Functioning indicators. Caseworkers score a child's medical needs, the threat, complexity, and chronicity of those needs, the intensity and involvement of the treatment provided, as well as the child's emotional response to their medical status. Through scoring these indicators, caseworkers are able to identify the immediacy and intensity of the need, and determine if additional actions should be taken to support the child. If actionable items are identified in health related areas, caseworkers are required to develop case goals in the permanency plan to help meet the child's needs in that area.

- *Care4Kids Program*

  - o The DCF and DHS have partnered to implement Care4Kids, an innovative Medicaid program designed to offer comprehensive and coordinated health services for children and youth in foster care. The Care4Kids program creates a "medical home" team for children in foster care, assuring that children receive individualized treatment plans in order to address their specific health care needs, including trauma related care. These individualized treatment plans, called "Comprehensive Health Care Plans," are shared with all stakeholders involved in the child's care. This includes OHC providers, biological parents and legal guardians, primary care physicians, other healthcare specialists, and the child welfare team. Children's Hospital & Health System, Inc. (CHHS) of Milwaukee, Wisconsin is the certified health system provider for Care4Kids. CHHS provides DCF and DHS with regular reports of measures related to child access to health services. These reports outline 18 measures which related to performance items 17 and 18, displayed in the chart on the previous page.

Systemic Factors

Management Information System (Item 19)

The Wisconsin SACWIS system, known as eWiSACWIS, provides child welfare case management functionality for statewide OHC and adoption services. All 72 Wisconsin counties, selected state agencies, and other external partners use the application statewide. The system supports programs promoting conditions that keep children safe, strengthen families, and provide a permanent and nurturing family home for children. Over the next five years Wisconsin will continue to focus on elements required to come into compliance with CCWIS rule. Wisconsin has a robust MIS to build the CCWIS system on.

Available Data or Information that Demonstrates System Functioning

Wisconsin's eWiSACWIS is a web-based system that is available to users 24 hours per day, 7 days a week. There are approximately 4,200 users of the system. The system is accessible remotely. The application is used to support the full range of the State's child welfare program, including child protective services, ongoing case management, foster care, independent living, and adoption, and readily identifies the status, demographic characteristics, location and goals for the placement of every child in placement, including current and historical data related to child placement in foster care. The eWiSACWIS system is the source of information for federal reporting, as well as for state child welfare data reporting purposes and it supports state and local financial processes.

Users of the eWiSACWIS system must undergo security clearance that includes a signed confidentiality agreement. Once it is established that their specific child welfare functions require access, local county child welfare staff are eligible to access and enter data into the system. There are 11 federally recognized Tribes in Wisconsin. All Tribes have the option of using the system but not all of them currently choose that option. In most cases, Tribes have read-only access and are able to enter case notes. If a tribal child is under a county court order, the county is providing services and entering all eWiSACWIS information.

In the case of private child-placing agencies that issue foster care licenses, a state-approved contractor enters information into the system. Information is related to the licensing process and can include background checks, home studies or other important information.

All users of eWiSACWIS are required to follow Wisconsin CPS practice standards for timeliness and casework process requirements. The system has built-in reminders and other edit/check functionality based on the creation of certain required documents that remind workers and supervisors of work that needs to be documented and approved. An example of a timeliness reminder is the six month reminder for periodic reviews. DCF has developed several such reminders and tools to improve child welfare system functioning.

The eWiSACWIS application includes a reporting platform called eWReports, in which development staff create a wide variety of reports regarding child welfare activity. An issue tracker function allows for local users to continually identify issues requiring attention that are then addressed by the design or report development teams. Over 200 corporate level reports support the monitoring of state and local program, fiscal, and management activities. These reports include summary and detailed information related to critical child welfare service activity and practice requirements, such as CPS referrals, CPS initial assessment decisions, and OHC placement, including client characteristics and location of services/placement, etc. Other reports in development track certain child well-being data, such as medical and dental information, education data, and mental health screenings. Additional reports are used to support local and state level fiscal management and payment activities and to manage provider-related responsibilities such as licensing and foster home rate setting. The DCF reports home page can be found at the following link - https://dcf.wisconsin.gov/knowledgeweb/reports. A link to all available reports follows: https://dcf.wisconsin.gov/files/cwportal/ewisacwis/allreports.pdf

Wisconsin's eWiSACWIS database is able to identify the status, demographics, locations, and goals for the placement of all children in OHC.

DCF has a history of AFCARS data reports that are compliant with federal standards. The following excerpt from a 2016 review by the federal ACF of Wisconsin's eWiSACWIS system shows a strong foundation for current practice.

The team met with staff from six counties via conference call and conducted in-person interviews with staff from two counties.

Observations

During our review, we made the following observations:

- In general, eWiSACWIS is well integrated into the state's child welfare practice model. Staff reported daily use of eWiSACWIS and the system's reports to manage child welfare related tasks. In particular, we confirmed the consistent exchange of financial data in the eight counties reviewed—all counties automatically uploaded eWiSACWIS financial data to the county financial systems, which returned check numbers and issuance dates.
- eWiSACWIS supports the counties' preference for multiple reviews of financial data prior to issuing payments. eWiSACWIS generates three consecutive batch runs the last three business days of each month as well as a preliminary and final check runs on the first two business days of the following month.
- County staff use a variety of manual processes to validate financial data, invoices and preliminary check registers before payments are generated. Financial staff report discovered errors to the responsible staff for correction. Staff use the three batch runs and preliminary

Brief Assessment on Progress To Date

While the 2018 CFSR noted the Management Information System as an area needing improvement, DCF stakeholders provide positive feedback on efforts to date and have been very engaged in providing feedback and ongoing planning to comply with the CCWIS rule. DCF engaged in extensive stakeholder engagement over the last several years to solicit feedback from users of the eWiSACWIS system. Generally, the feedback is very positive with extensive functionality noted as being available, including

dashboards and over 200 reports. In addition, counties report the ease of sharing data across counties for families that may live and be served in different counties. A challenge that DCF will work on as it implements the CCWIS rule is the current development cycle that occurs around 3 times a year because of the extensive work involved.

Initiatives to Address

Over the past several years, the DCF established and continues to enhance a child welfare data warehouse, referred to as dWiSACWIS, which includes data related to CPS Access and Initial Assessment casework, caseload demographic and case history information, OHC placements, pre-finalized adoptions, OHC providers, Child and Family Services Review (CFSR) Round 3 outcome measures, child and adolescent needs and strengths (CANS) information, and Title IV-E eligibility and claiming data and reports. Technical enhancements to the data warehouse have included the automation of data repository naming conventions, development of an audit tracking report to support statewide implementation, and evaluation of data management and design documentation tools. The data warehouse also includes a report design platform, which has allowed the DCF to enhance its reporting capabilities. The data warehouse reports include embedded charts and figures, and also allow the DCF to run some reports for specific geographic regions on demand.

The DCF continues to expand the data available within dWiSACWIS from both eWiSACWIS and from other administrative data and information gathering systems, such as child educational and medical information from other state agencies, and from the Child Welfare CQI case record reviews. To further supplement and advance use of the above technical and reporting functionality, the DCF has implemented interactive dashboards which are available to the public via the DCF website. These same dashboards are available to eWiSACWIS users with additional data to promote the use of the dashboards at the local child welfare agency levels to further analyze, monitor, and support data-driven decision-making.

Figure 24:

Child Protective Services (CPS) Initial Assessment (IA) Reports Dashboard

Performance	Timeliness Compliance	Overview / Pending	About

Initial Assessment Performance Scorecard (?)   Time Period: 6 Months: 2017-04 (Apr) to 2017-09 (Sep)

County	Percent Timely Completion	Percent Timely Contact
State Total	🔴 65.9%	🔴 76.7%
Adams	🟢 97.7%	🟢 97.7%
Ashland	🟡 90.9%	🔴 80.0%
Barron	🟢 97.7%	🟢 97.7%
Bayfield	🟡 92.6%	🔴 81.5%
Brown	🟡 86.1%	🔴 81.1%
Buffalo	🔴 50.0%	🔴 80.8%
Burnett	🔴 64.1%	🔴 71.9%
Calumet	🟢 95.8%	🟢 100.0%
Chippewa	🟡 85.4%	🟡 90.2%
Clark	🟡 89.8%	🔴 83.7%
Columbia	🔴 82.0%	🔴 84.5%
Crawford	🔴 69.0%	🔴 88.1%
Dane	🔴 65.7%	🔴 82.8%
Dodge	🔴 72.7%	🔴 86.4%
Door	🔴 41.8%	🔴 80.0%
Douglas	🔴 64.3%	🔴 88.8%

County	% Timely Completion	% Timely Contact	Approved Assessments	Completed Timely	Compliant Contacts
State Total	65.9%	76.7%	13,423	8,841	10,294

Usage Tips
Source: SM06a109-IA Report   Department of Children & Families | Division of Safety and Permanence | Research and Operations Section   Dashboard updated 09/30/2017

Current Development Cycle – Process

Currently, eWiSACWIS is a functional, web-based application consisting of an online component, batch processing, and reporting capabilities. It uses Java as the online component programming language and JSPs/HTML/JavaScript for online presentation made up of approximately 400 pages and 400 MSWord document templates. There are roughly 60 COBOL programs comprising the batch/off-hours processing. It uses an Oracle database server, with approximately 920 database tables, 840 database triggers, and 70 database views. Roughly 175 predefined and on-demand reports are produced using COBOL or Crystal Reports. The statewide standard for web applications and application authentication is iChain/LDAP technology.

Our current development cycle, using a waterfall model, consists of three releases each year, occurring in February, June, and October. The development cycle is a collaborative process involving technical staff and child welfare leadership and program staff to ensure that all upgrades to the system are effectively and efficiently supporting policy and practice needs.

In addition to the internal collaborative design process described above, the DCF is committed to broader collaboration with counties, Tribes and other external stakeholders to ensure the DCF information system is effectively supporting child welfare practice and policy implementation.

Ongoing Stakeholder Engagement

The eWiSACWIS Superuser groups are comprised of county-level staff that are charged with serving as experts in the eWiSACWIS system locally to support local data entry and use of data for decision making. Superuser groups meet on a regional basis. Regional information sharing serves as a way of addressing emerging challenges and assuring that all training and technology needs are being met. In addition, the State eWiSACWIS team plans an annual conference to provide detailed information and support about new upgrades to the system.

The DCF Bureau of Regional Operations provides a regional forum where child welfare policies and supports are discussed at least quarterly with child welfare directors. This also provides a venue and opportunity to discuss eWiSACWIS capacity and emerging training or other needs.

Other statewide Stakeholder Groups that DCF engages in discussions about the eWiSACWIS system are Children, Youth, and Families Policy Advisory Committee of the Wisconsin Counties Human Services Association, the Inter-Tribal Child Welfare Directors group and the CQI Advisory Committee. Discussions are focused on ensuring that appropriate supports and training are being provided and that system needs are being met.

In the last two years, a very detailed stakeholder feedback process was launched as part of Wisconsin's effort to determine how to respond to the Comprehensive Child Welfare Information System (CCWIS) rule issued by the Children's Bureau.

Specifically, interviews were conducted with more than 200 system users, grouped by section function, in an open conversation format. The project discussions focused on four main questions. Participants included DCF central and regional staff and county staff. While potential improvements were identified, users noted a relatively high level of satisfaction with the current system, with suggestions for how to improve functionality in the future, such as modular opportunities, building a youth justice system to support programming, and other recommendations.

CCWIS Rule Activities

This feedback has been considered as part of DCF's response to the CCWIS rule. A key component of CCWIS planning has been to develop and implement a comprehensive data quality program over the next five years. This will include continued consultation with the internal and external stakeholders to develop a data quality plan. Efforts in the future will include using extensive input gathered over the last year to inform a DCF internal planning group that will develop a data quality plan that will include metrics, and processes. Plans will be developed for monitoring the data quality plan and adjusting the plan based on emerging information gathered and related trends.

Case Review System (Items 20-24)

Written Case Plan (Item 20)

Available Data or Information that Demonstrates System Functioning

Wisconsin has a robust and comprehensive process in place for developing a case plan for families in the child welfare system receiving services in their home or in OHC. The case plan is called a permanency plan in Wisconsin. Specific details of this process can be found in Wisconsin's ongoing standards: https://dcf.wisconsin.gov/files/cwportal/policy/pdf/ongoing-services-standards.pdf

CPS intervention standards are also used to assess safety and in-home case planning - https://dcf.wisconsin.gov/cwportal/policy

Detailed guidance has been developed for assuring that written case plans for tribal children meet Wisconsin Indian Child Welfare Act (WICWA) guidelines through the WICWA Desk Aid- https://dcf.wisconsin.gov/files/publications/pdf/2536.pdf

The Foster Parent Handbook provides critical information on how foster parents are engaged in developing the case plan: https://dcf.wisconsin.gov/fostercare/handbook .

Initiatives to Address

Case Plan for In-Home Services Development

When a case is opened for Ongoing Services in the family's home, goals focus on enhancing parent/caregiver protective capacities to eliminate impending danger so the parents/caregivers can adequately manage child protection without intervention. The case plan organizes case activity and is a tool for communicating with parents/caregivers, children, family members, court parties, and other individuals involved in providing supports and services to the family.

The caseworker is responsible for overseeing the implementation of the plan and engaging with parents/caregivers to facilitate change. Managing the plan and change strategies involves ensuring the plan targets goals associated with enhancing diminished caregiver protective capacities and achieving stability. The purpose of the plan is to identify steps toward establishing a safe environment for the child.

The priority in the planning process is to determine the order in which diminished parent/caregiver protective capacities are addressed in the plan. This process with the family includes:

- Identifying household behaviors that need to change and the behaviors that need to be demonstrated and sustained.
- Developing behaviorally stated, measurable goals related to enhancing parents/caregivers protective capacity that are phrased in the family's own terminology.
- Confirming any specific needs and strengths for children and parents or caregivers and how those needs will be addressed.

- Identifying supports and change strategies to assist the family in achieving stability and safe case closure.
- Identifying services and activities that are acceptable, accessible, and appropriately matched with what must change.
- Ensuring goals establish a sufficient behavioral benchmark for evaluating change.
- Planning to identify, locate, and involve non-custodial or absent parents and relatives as resources for children. (For additional information, refer to "Locating Non-Custodial Parent / Relatives," page 180 of the ongoing standards.)
- When the child is an Indian child, making active efforts to prevent the breakup of the Indian family through the use of remedial services and rehabilitation programs as provided in WICWA.

Introducing the Change Process:

Throughout Ongoing CPS services, the caseworker must engage the family in a change process, which ultimately results in safe case closure. Families should be actively involved in case planning and implementation. Caseworkers must fully disclose the family's rights and responsibilities in case planning, implementation, and evaluation.

Timeframe for Initial Contacts:

The caseworker must have face-to-face contact within seven business days of the case transition staffing with the parents or caregivers and children unless the in-home safety plan dictates more immediate contact with the family. Within this timeframe the caseworker must communicate with in-home safety plan participants and providers to:

- Provide the caseworker's name and contact information.
- Elicit understanding regarding the reason for the safety plan.
- Clarify each individual's role in the safety plan with respect to ensuring child safety.
- Confirm continued commitment and ability to remain actively involved in meeting the expectations of the safety plan.
- The initial contact with the family is to introduce the caseworker and explain both the changing role of the agency and the assessment and planning process. Whenever possible, the first face-to-face contact with the family should occur in the family's home and include the entire household. In families where domestic violence has been identified or is suspected, the agency should assess whether scheduling family meetings will jeopardize the safety of a family member or any other participant, including agency staff.

During the initial contacts, the caseworker must engage the family and child, in a culturally sensitive and developmentally appropriate manner, around key decisions involving safety, stability, and well-being for the child. Engagement includes providing the child and family the opportunity to actively participate, and influence the change process. Caseworkers must discuss the following:

- The differences between the Initial Assessment and Ongoing Services processes including the roles and responsibilities of the Ongoing Services caseworker.

- The reason for agency involvement.
- The assessed level of intervention required to maintain child safety and the possible outcomes should the parents or caregivers not cooperate with the safety plan.
- The Ongoing Services process and collaboration needed from parents or caregivers.
- The status of the court process, as applicable.
- The purpose for involvement of non-custodial parents, relatives, and informal supports as potential resources for the child and family. For additional information, refer to Chapter VII in the Child Welfare Ongoing Services Standards manual; the "Locating and Involving Non-Custodial Parents, Alleged Fathers and Other Relatives" policy.
- The child's possible membership or eligibility in a tribe.

Child and Family Team Meetings

Child and family team meetings engage families in case planning in comprehensive and meaningful ways to assure youth and family voice in this process. Child and family team meetings use a strengths and needs based, solution focused approach that incorporates the values and principles of family centeredness, respectful interaction, cultural responsiveness, and partnership.

The size, composition, function, and goals of the family team must be driven by the underlying needs and safety concerns of the family. The team must be identified by the family and consist of extended family members, the caseworker, informal/formal supports and service providers.

Determining What Must Change

An essential safety intervention responsibility at this stage is to evaluate caregiver protective capacity since impending danger is controlled by the safety plan. Information from the initial assessment provides the foundation for determining caregiver protective capacities. Throughout the assessment process, the caseworker clarifies and gathers additional information, and collaborates with parents, relatives, and informal and formal supports to gain consensus regarding the changes necessary to achieve a safe, stable, and permanent home, thereby allowing for safe case closure.

Caseworkers follow the requirements specified in WICWA which are summarized in the DCF Wisconsin Indian Child Welfare Act Desk Aid - https://dcf.wisconsin.gov/files/publications/pdf/2536.pdf -located in Appendix I, page 272.

Case Assessment and Plan Documentation

The caseworker must complete and document the case plan no later than 60 days from the case transition staffing when there is an In-home safety plan. All case assessment and plan requirements must be documented in the family case record in the eWiSACWIS case plan (DCF-F-CFS2132-E). The case plan must include:

- General person management and case maintenance information to ensure the case record is up-to-date (family demographics, agency, and legal).

- Child functioning, adult functioning, parent functioning and parenting practices, and family functioning information.
- Criteria based goals (focused on diminished caregiver protective capacities that are behaviorally stated, understandable to the family, specific and measurable).
- Services for the child and family. Safety assessments, plans, and conclusions.

Case Closure

Case closure for in-home child welfare cases is appropriate when child welfare services are no longer needed, the family declines further intervention, or the family is not engaged in services, provided there is no court order.

Documentation of Face-to-Face Contacts
The caseworker or designee must document both completed and attempted face-to-face contacts with parents/caregivers and children in eWiSACWIS as a case note. The case note must include, at a minimum, the following information describing the face-to-face contact:

- The date, time, and duration of the visit.

- The participants involved.

- The location of the visit.

- The type of contact.

- The purpose and summary of the results of the contact including:

  o A review and evaluation of the child's safety to ensure conditions have not changed in the household that would make the child unsafe.

  o Progress in the case plan (i.e., are parents engaged and involved in the process).
  o Understanding of the case plan (do parents understand what is expected of them in terms of meeting the case plan and what their responsibility is in relation to following through with their part of the case plan).

Overall Documentation in Case Plan

Requirements of the In-Home Child Welfare case must be documented in the Case Plan (DCF-F-2828 E) in the family eWiSACWIS case record and approved by a supervisor or her/his designee.

Permanency Planning for Children in Out-of-Home Care (OHC)

The permanency planning process for children in OHC has similar components to the in-home case planning in terms of introducing the change process and the timeframe for initial contacts. For children in OHC case planning focuses on a permanency plan to assure efforts are focused on an appropriate permanency goal for the child. In addition, cases for children in OHC must use a Child and Adolescent Needs and Strengths (CANS) assessment to determine service needs and goals for the child and family to facilitate reunification.

To ensure that safety is controlled for through an out-of-home placement, a thorough understanding of child safety decisions and actions is essential for caseworkers. Safety assessment, analysis, planning, and the management of child safety occurs in every aspect of CPS involvement with a family.

Ongoing Services has the following fundamental intervention responsibilities:

- Evaluating the existing safety plan developed during initial assessment/investigation.
- Managing child safety through continuous assessment, oversight, and adjustment of safety plans that ensure child safety and are the least intrusive to the family.
- Engaging families in the permanency planning process that identifies underlying needs which directs services to address threats to child safety.
- Measuring progress related to enhancing parent/caregiver protective capacities and eliminating safety related issues.
- Achieving timely permanence.

Timeframe for Initial Contacts
The caseworker must have face-to-face contact within seven business days of the case transition staffing with the parents/caregivers and children unless a safety plan dictates more immediate contact. Within this timeframe the caseworker must communicate with safety plan participants and providers to:

- Provide the caseworker's name and contact information.
- Elicit understanding regarding the reason for the safety plan.
- Clarify each individual's role in the safety plan with respect to ensuring child safety.
- Confirm the initial family interaction plan is working.
- Confirm continued commitment and ability to remain actively involved in meeting the expectations of the safety plan.

The initial contact with the family is to introduce the caseworker, explain both the changing role of the agency and the assessment and planning process. Whenever possible, the first face-to-face contact with the family should occur in the family's home and include the entire household. In families where domestic violence has been identified or is suspected, the agency should assess whether scheduling family meetings will jeopardize the safety of a family member or any other participant including agency staff.

Requirements for the Family Interaction Plan
The agency is responsible for ensuring initial face-to-face family interaction occurs within five working days of the child(ren)'s placement in OHC.

The agency shall, no later than 60 calendar days after placement, establish and document a family interaction plan that outlines the anticipated interaction for the child with parents, siblings, and other identified participants.
Frequency

- Facilitating face-to-face family interaction is the responsibility of the agency and must occur weekly, at a minimum.
- When siblings are not placed together, sibling face-to-face interaction must occur monthly, at a minimum. Additionally, children shall have other family interaction (e.g., telephone calls, letters, etc.) with their parents weekly.

Additional Requirements

- Family interaction can only be prohibited by the agency if a court finds continued contact is not in child's best interests.
- Family interaction can be decreased or suspended if there is evidence that the contact is contrary to the safety of the child(ren) and this information is documented in the case record.
- Family interaction cannot be used as a punishment, reward, or threat for a child.
- The agency cannot restrict or suspend family interaction as a means to control or punish a parent for failure to work with agency or community providers or to comply with conditions of the case or Permanency Plan.
- The OHC provider cannot prohibit family interaction.

Documentation

The family interaction plan and content must be documented in the eWiSACWIS Family Interaction section. For additional information, refer to page 172 of the DCF Ongoing Standards - https://dcf.wisconsin.gov/files/cwportal/policy/pdf/ongoing-services-standards.pdf - the "Family Interaction for Child Protective Services Cases When a Child is in OHC."

The Assessment Process

Based on information discovered throughout the assessment process, the caseworker and parents or caregivers continue with discussions about a change strategy to result in a safe household.

This process includes:

- Gathering and assessing information in the following areas:
  o Whether a child has Indian heritage in accordance with the WICWA and if steps have been taken to notify and involve the tribe.
  o Child functioning and well-being, including school/child care setting: learning and development, medical/dental/mental health needs, physical/emotional/behavioral functioning, familial relationships, social skills, impact of trauma on the child, risk behavior, strengths, considerations for prudent parenting decisions, and the effects of the culture of the child and family on service provision.
  o Adult functioning (physical/emotional/behavioral functioning, etc.).
  o Parenting practices (discipline/approach to parenting/expectations, etc.).

Family functioning (current service provision, individuals the child and family identifies as supports and resources, social activities).

Sharing information with children and families to:

- Identify family strengths, supports, and existing parent/caregiver protective capacities that contribute to child protection.
- Understand what parents/caregivers identify as strengths about themselves as individuals and in their caregiving role.
- Examine the relationship between diminished parent/caregiver protective capacities and impending danger.
- Determine the family's perception and level of agreement with the caseworker regarding diminished protective capacities and impending danger.
- Assess if parents/caregivers are ready, willing, and able to consider necessary change related to diminished protective capacities.
- Identify the needs and strengths of children and parents/caregivers and identify ways in which parents/caregivers can be involved in meeting the needs of their children or how the needs will otherwise be met.
- Determine whether any professional evaluations (i.e. mental health; medical; educational) are needed for the child or parents/caregivers to inform case plan services.
- Determine with the family the most logical place to begin focusing on change, setting goals and identifying potential service options.
- Confirm impending danger is controlled and managed with a sufficient, feasible, and sustainable safety plan.
- Ensure the child has opportunities to engage in age and developmentally appropriate activities following the Reasonable and Prudent Parent Standard.

If applicable, determine with the family the need for any remedial services and rehabilitation programs required under s. 48.028(4) (d)2, Stats. in an effort to prevent the breakup of the Indian family.

- Gathering and assessing information about the functioning of the Out-of-Home Caregiver in relation to the specific child placed in their care through the CANS tool under the "Current Caregiver" in the following areas:
  - Supervision
  - Problem solving
  - Involvement with the child's care
  - Parenting knowledge
  - Empathy with the child
  - Organization
  - Social resources
  - Physical health, mental health, substance use, or other possible disability
  - Family stress
  - Cultural congruence

- Use information from the CANS tool about the child, the child's family, and the child's OHC provider to:
    - Evaluate the match between the knowledge, skills, and abilities of a foster parent or OHC provider and the needs and strengths of the child.
    - Assist in the development of services and supports needed for a specific child and the OHC provider to promote the stability of the placement.
- Independent Living (IL) Plans and Independent Living to Discharge (ILTD) planning.

Developing the Permanency Plan

When a case is opened for ongoing services, case goals focus on enhancing parent/caregiver protective capacities to eliminate impending danger so the family can adequately manage child protection without intervention. The Permanency Plan serves as a tool for communicating with parents/caregivers, children, their family members, court parties, and other individuals involved in providing supports and services to the family.

The caseworker is responsible for overseeing the implementation of the Permanency Plan and working with parents/caregivers to facilitate change. Managing the Permanency Plan and change strategies involves ensuring the plan targets goals associated with enhancing diminished caregiver protective capacities and achieving permanence. The Permanency Plan identifies steps toward establishing a safe and permanent home.

Planning and Developing Goals with the Child and Family

The team must determine the order in which diminished parent/caregiver protective capacities are addressed in the plan. If the child is 14 years of age or over and has been in OHC for six months, the Permanency Plan must be developed in consultation with the youth and two other individuals selected by the youth who are not the youth's caseworker or foster parent. The agency may reject a person selected by the youth if the agency has good cause to believe that the person would not act in the best interests of the youth. This process with the family includes:

- Identifying behaviors needing change and the behaviors to be demonstrated and sustained to achieve safety without agency involvement.
- Developing behaviorally stated, measurable goals related to enhancing parents/caregivers protective capacity that are phrased in the family's own terminology.
- Confirming specific needs and strengths for children and parents or caregivers and how those needs will be addressed.
- Identifying supports and change strategies to assist the family in achieving stability and safe case closure.
- Ensuring the child has opportunities to engage in age and developmentally appropriate activities following the Reasonable and Prudent Parent Standard.

- Identifying services and activities that are acceptable, accessible, and appropriately matched with what must change.
- Ensuring goals establish a sufficient behavioral benchmark for evaluating change including determining permanence goals, need for concurrent goals, and establishing a plan to achieve permanence for the child.
- Caseworkers with the assistance of permanency consultants must rate the legal permanency status within 60 days if: a concurrent plan is required and the Permanency Plan is anything other than reunification or guardianship. See below for excerpt or see Appendix IV, page 287 for Legal Permanency Status indicators: https://dcf.wisconsin.gov/files/cwportal/policy/pdf/ongoing-services-standards.pdf.

Current Child Legal Permanency Status *Rate the child's current permanency status as described below based on existing evidence:*		
Child has legal permanency (reunification with safe case closure expected, adoption or legal guardianship).	Permanency achieved	☐
Child is in a family setting that the child, the caregivers and the casework team believe is lifelong, and the caregivers and child are committed to formalizing the relationship through adoption or transfer of guardianship; – OR – Child is in stable living situation with own parents (not a trial reunification) and identified safety threats have been eliminated.	Very good permanency status	☐
Child is in a family setting that the child, caregivers and case workers believe is lifelong; a plan is in place to maintain safety and stability; the child, if old enough, and the caregiver(s) are committed to the plan; and adoption/guardianship/ issues, if any, are near resolution. – OR – Child is in stable living situation with own parents (not a trial reunification) and identified safety threats are being controlled through an in-home safety plan.	Good permanency status	☐
Child is in a family setting that the child, caregivers and case workers believe could endure lifelong; a plan is in place to ensure safety and stability is achieved, and the child, if old enough, and the caregiver(s) are committed to the plan; and adoption/guardianship/reunification issues, if any, are being addressed; – OR – Child is in temporary placement but transition is planned and child is ready to move to identified safe, appropriate, caregivers who are willing to provide legal permanency; a child and family plan for safety and permanency is being implemented; and the child, if old enough, and caregiver(s) are committed to the plan.	Fair permanency status	☐
Child is in a family setting that the child, caregivers and casework team feel could endure lifelong; they are developing a plan to achieve safety and stability, and it is uncertain if the relationship will be formalized legally; – OR – Child is in a temporary placement, and likelihood of reunification or a legally permanent home is uncertain; adoption/guardianship issues are being assessed; and concurrent Permanency Plan(s), if any, are uncertain or problematic.	Uncertain permanency status	☐
Child is living in a home that is not likely to endure or is moving from home-to-home due to safety and stability problems, failure to resolve adoption/guardianship issues, or because the home is unacceptable to the child; – OR – Child remains in temporary home without a realistic or achievable legal permanency goal; and concurrent Permanency Plan(s), if any, have stalled or failed.	Poor permanency status	☐

Legal Permanency Status Figure:

Caseworkers must also identify, locate, and involve absent parents and relatives as resources for permanency options for children. For additional information, refer to Ongoing Standards: https://dcf.wisconsin.gov/files/cwportal/policy/pdf/ongoing-services-standards.pdf "Locating Non-Custodial Parent / Relatives" on page 180.

- Caseworkers must also use, if applicable, planning to ensure continued Active Efforts as defined in WICWA for eligible Indian children. See also WICWA desk guide - https://dcf.wisconsin.gov/files/publications/pdf/2536.pdf

As with families receiving services in their home, families with children in OHC are supported by individual and family team meetings. Additionally caseworkers work with families to identify sibling and parent visits, caseworker contacts, access to recreational and other support needs as needed to achieve permanency goals. Requirements for evaluating the permanency plan are specified in Wisconsin's ongoing standards.

Data on Wisconsin's Performance

Key findings from Wisconsin's 2015-16 case review process where DCF was able to conduct an in-depth analysis of findings are:

- Goals were appropriate to the child 94% of the time.

- Permanency goals were specified in the case record 98% of the time.

- However, permanency goals were established in a timely manner only 60% of the time.

- Wisconsin is engaging mothers most effectively in the case planning process: 83% of the time in all cases, 88% of the time in in-home cases, and 80% of the time in OHC cases.

- Children are engaged in the planning process 73% of the time for all cases: 86% of the time for OHC cases and 66% for in-home cases.

- Fathers are engaged at an overall rate of 71%, with the rate for in-home cases being higher at 75% and lower for OHC cases at 68%.

For CPS cases and cases where one or more children are placed in OHC, the case planning practices are prescribed by the state's Ongoing Services Standards. A child's case plan or permanency plan identifies specific goals and objectives, describes the services or resources needed to achieve those goals and objectives, and defines family and provider responsibilities in the case planning process.

When children are placed in OHC, the case plan and case plan progress evaluations support the identification or modification of the permanency goal and permanency planning efforts. For Youth Justice cases, Chapter 938 governs permanency plan goal development, permanency plan review requirements, and court determinations regarding child, family, and agency efforts to achieve the permanency goal. State policy and statutes also specify requirements under the federal ASFA law to pursue termination of parental rights (TPR) for children who have been in OHC for 15 of the most recent 22 months.

The state's eWiSACWIS system supports permanency planning and the federal Adoption and Safe Families Act (ASFA) practice requirements and documentation needs. The application has been modified to synthesize and streamline some documentation functionality related to assessment and planning. In addition, reports based on permanency planning and ASFA are available to state and local child welfare agencies to monitor monthly performance related to these requirements. Based on eWiSACWIS data, as of December 2016, of the 6783 children in OHC for more than 60 days, 94% of the children had a permanency plan and goal documented, and 6% did not have a permanency goal documented as required.

In addition to DCF data, DCF works closely with the Children's Court Improvement Program (CCIP) in the Director of State Courts Office to share data to improve services for families served in both systems. Following is data that demonstrates functioning on periodic review, permanency hearings, the WICWA CQI project, and termination of parental rights.

Periodic Review (Item 21)

Data or Information Demonstrating Functioning

In federal fiscal year 2017 (1 October 2016 - 30 September 2017), there were 6,335 permanency plan reviews or hearings documented as having occurred in eWiSACWIS. Data shows that 68.49% of these occurred within 180 days of the child's removal or previous review. The median time elapsed between child removal or the previous review was 175 days, while the average was 190.59 days. However, when excluding hearings whose elapsed time was above the 99th percentile (64 hearings), the average number of days between reviews was 180.60 days, and the median remains the same.

DCF has certain reminder functions within the eWiSACWIS system to help ensure that the required periodic reviews are completed timely. Workers can enter ticklers into the system and set up reminders of upcoming due dates for permanency reviews. The information system can show workers tasks as lists or in calendar view. The system also color codes information by type of task, as well as reflecting whether or not the task was completed on time. Supervisors have an option to view their caseworkers' workloads as a tool for ensuring compliance.

The DCF provides workers with the DCF Ongoing Services Standards, which provide extensive information regarding how an agency can conform to this requirement. Specifically, the Standards require caseworkers to participate in training on the permanency statutes under Section 48.38, Wis. Stats.

In Wisconsin, over half of the jurisdictions utilized an administrative panel for some or all of the six-month reviews. In the other counties, a court commissioner or a judge conducts the six-month review, without distinguishing between the periodic (six-month) review or an annual permanency hearing.   If it is conducted by a judicial officer on the record, the court record event is a Permanency Hearing regardless of the time interval.

The federally-funded Children's Court Improvement Program (CCIP) and the DCF have worked together to develop and promote the awareness of the following resources and policies to ensure that all case review standards are met.

Initiatives to Address

A circuit court form, Notice of Permanency Hearing (JD-1700) has been created to provide this requisite notice and advisement: www.wicourts.gov/formdisplay/JD-1700.pdf?formNumber=JD-1700&formType=Form&formatId=2&language=en.

The DCF has a guide and form available for the child's physical custodian to provide written comments at Permanency Reviews, Permanency Hearings, and other court hearings: http://dcf.wisconsin.gov/files/forms/doc/2474.docx.

CCIP created and trained juvenile clerks on new court record event codes in CCAP to better monitor the timeliness of the 6-month permanency reviews that are conducted by administrative panels in some

counties. Juvenile clerks are supposed to enter a court record event in the child's case via CCAP indicating each time a 6-month administrative panel review occurs, as well as when the review summary is filed with the court.

The DCF worked collaboratively with CCIP to codify and implement the provisions of the federal Preventing Sex Trafficking and Strengthening Families Act related to permanency planning/hearings. CCIP commented on proposed legislative language, modified applicable circuit court forms, updated the Permanency Hearing learning activity for CCIP E-Learning Project, and educated judicial officers regarding the new requirements.

In 2017, legislation (2017 Wisconsin Act 251) was enacted that adds the child's school as an entity that is entitled receive notice of permanency reviews and hearings, as well as an opportunity to be heard by submitting written comments. The Permanency Hearing notice, request, and order circuit court forms and Model Recordkeeping Procedures were modified to incorporate this legislation.

Another mechanism to support best practice is the Juvenile Clerks Workgroup managed by CCIP, which is made up of experienced juvenile clerks throughout the state, CCIP staff, a CCAP representative, and an Office of Court Operations representative. The workgroup creates and modifies the Juvenile Model Recordkeeping Procedures, CCAP codes, and circuit court forms as a result of statutory changes, issues brought to CCIP's attention, and requests received from various stakeholders. The Juvenile Clerks Workgroup provides advice on ways to improve the thoroughness of the court's findings at hearings and on written orders, accuracy of data entry in CCAP, and notice to all parties.

Permanency Hearings (Item 22)

Data or Information Demonstrating Performance.

This area of performance was found to be a strength during Wisconsin's 2018 CFSR. CCIP has worked to obtain data related to the timeliness of Permanency Reviews and Hearings in Wisconsin. Practice varies around the state as to whether the court or an administrative panel conduct the 6-month permanency review, while the court always hears the 12-month review. It is important to note that when the court reviews the permanency plan, the court record event reflects that a Permanency Hearing occurred without distinguishing whether it was a 6-month review or a 12-month hearing.

In FFYs 2012-2018, CCIP contracted with the University of Wisconsin Institute for Research on Poverty (IRP) to assist with third-party matching of juvenile court records from the Consolidated Court Automation Programs (CCAP), the judicial branch's automated system, and data from eWiSACWIS to enable CCIP to report on five timeliness measures required under the federal Court Improvement Program grant, including the time to the first permanency hearing and the time to subsequent permanency hearings. IRP achieved a 93%-94% match rate between the cases in CCAP and eWiSACWIS.

Most recently, IRP generated reports on the five timeliness measures for children who achieved a permanent placement (i.e., reunification, adoption, or guardianship) in calendar years 2015-2017. The table below illustrates that a Permanency Hearing occurred no later than 12 months from the date of

the child's removal and within 12 months from the date of the previous Permanency Hearing in almost all of the of cases (92%-98.1%).

Table: CCIP Performance Measures by Thresholds for Cohort Children

	2015	2016	2017
Children having first permanency hearing within 12 months of removal	93.3%	92.6%	92.7%
Children having second permanency hearing within 12 months of previous permanency hearing	98.0%	97.4%	98.1%

In addition, data on whether the required WICWA findings (i.e., active efforts and placement preferences) are made on Permanency Hearing is captured as part of the WICWA CQI reviews conducted in 2013-2019. As illustrated in the graph below, there has been an increase in the documentation of the WICWA findings on the Permanency Hearing Orders.
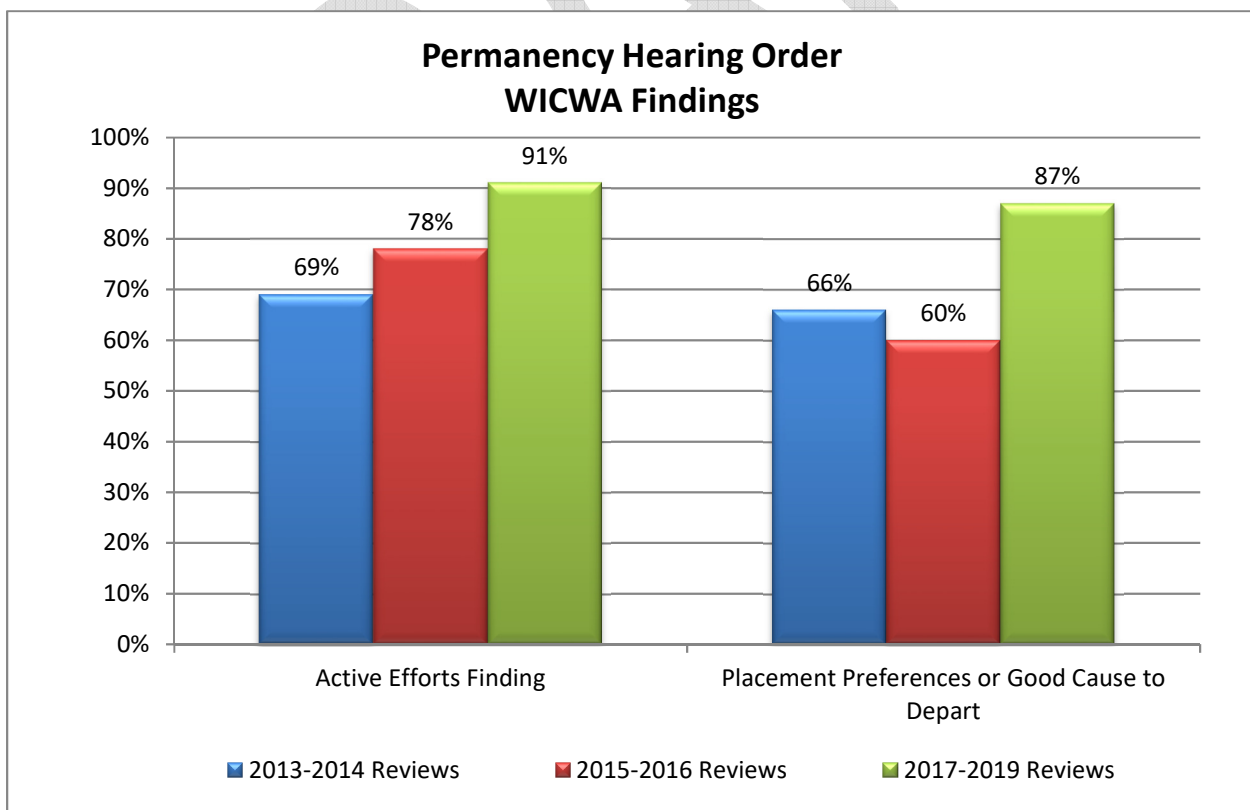
Initiatives to Address

In addition to the practices mentioned in Item #21, the DCF Ongoing Services Standards provide detailed information as to how an agency should conform to the requirement for a 12-month court review. As part of evaluating the Permanency Plan, the caseworker must formally evaluate and document the Permanency Plan no later than six months from the day of removal when the child is placed in OHC and subsequent reviews of the Permanency Plan must be completed within six months of the last permanency review or hearing. Requirements must be documented on the Permanency Plan in the family eWiSACWIS case record and approved by a supervisor or her/his designee.

As part of its CFSR Round 2 PIP, DCF made changes to the Ongoing Services Standards related to case planning. The DCF memo informing agencies of the changes can be found at this link.

https://dcf.wisconsin.gov/files/cwportal/policy/pdf/memos/2013-02.pdf

In addition, DCF and/or CCIP have taken the following actions to promote practice with respect to permanency hearings:

The Title IV-E Continuous Quality Improvement (CQI) Project was implemented to take a proactive and targeted approach to judicial Title IV-E requirements and to improve adherence to those requirements. CCIP and DCF staff provide technical assistance to counties demonstrating implementation issues. In addition, the project aims to increase the collaboration and cooperation among the circuit courts, DCF, county child welfare agencies, and other stakeholders.

The DCF and CCIP collaborated on the following Title IV-E issues: drafting language for new post-TPR circuit court forms, defining terms related to the child's removal, modifying language related to placement and care responsibility, and addressing concerns related to calculating the timeframe for conducting permanency reviews and hearings.

The Permanency Hearing Judicial Checklist is available on the court system website and Juvenile Benchbook, as well as included in the New Juvenile Court Clerk Orientation, Child Welfare Law Orientation, and other training events. www.wicourts.gov/courts/programs/docs/permanency2.pdf

The CCIP E-Learning Project, a web-based, self-directed training program that addresses Wisconsin statutes, case law, and best practices was released in early FFY 2014. The CCIP E-Learning Project is intended to be a tool that judges, court commissioners, attorneys, caseworkers/social workers, and other individuals can access at any time to obtain information on conducting key court hearings in child welfare cases, including statutory requirements, applicable case law, and recommended best practices. The overall goal of the project is to improve the quality of hearings in CHIPS, termination of parental rights, and adoption proceedings. There is a learning activity specifically related to Permanency Hearings: http://wicciptraining.com/Content/permanency_latest/story_html5.html. Since January 1, 2015, there have been 12,482 unique visitors (IP addresses), with 41,420 page views, on the CCIP E-Learning Activity website.

In addition to the Juvenile Clerks Workgroup described in Item 21, CCIP provides training to juvenile clerks at the New Juvenile Clerk Orientation and annual conference covering the statutory and recordkeeping requirements for Permanency Hearings, drafting Permanency Hearing Orders, participant and youth participation, and related best practices (e.g., scheduling the next permanency hearing while in court, sending questionnaires to participants for input, tracking permanency review/hearing deadlines and sending reminders to the caseworkers).

In 2014, Wisconsin was selected as one of eight states to participate in the Judicial Engagement Initiative through Casey Family Programs. The purpose of the initiative is to engage judicial systems to support children remaining safely in their homes, timely exits to permanency, full consideration of well-being, and compliance with the Indian Child Welfare Act (ICWA). Casey Family Programs, with assistance from CCIP, is providing court-focused resources that support best practice implementation with the ultimate goal of safe reduction of the number of children in OHC.

The initiative was piloted in three counties: Dane, Monroe, and Kenosha. The CCIP Director collaborated with Casey Family Programs and CIP Directors from other Judicial Engagement states to create a Judicial Engagement Toolkit that can be used as a framework for expanding the project to other jurisdictions within a state, as well as other states. In 2018, the initiative was expanded to an additional five counties (Barron, Jefferson, Marathon, Marinette, and Oconto). In 2019, CCIP will work with DCF staff to produce child welfare related data reports to share with the JET counties.

Several meetings were held in the sites to establish concrete ways that each county can safely reduce the number of children in OHC and improve permanency outcomes through the following actions:

- Identifying areas of strength and barriers in achieving these outcomes.
- Examining applicable child welfare data for the county, compared to the state and comparable counties. (Includes data on timeliness of permanency hearings and TPR filings.)
- Developing solutions, goals, and action plans.
- Establishing a multidisciplinary committee to implement the established action plans.
- Evaluating the data as it relates to the implementation efforts (including eWiSACWIS, court observation, agency and court file review, CCAP, and Institute for Research on Poverty (IRP) data).

Several of the sites have implemented improvement efforts related to permanency outcomes and Permanency Hearings. For example, creating list of questions to engage parents at the hearing, scheduling more frequent review hearings, and changing from administrative reviews to hearings to provide additional judicial oversight.

Termination of Parental Rights (Item 23)

Data or Information to Demonstrate System Functioning

Based on a specialized case review and data exploration, the CCIP and the DCF will work together to develop and provide best practice protocols, tools, training, and peer support so that attorneys,

caseworkers and judicial officers improve their knowledge and skills and improve practice and oversight and assure that concurrent planning is meaningful, effective, and actively engaged in earlier so that permanency can be achieved more quickly if reunification is not in the child's best interests.

The CCIP and the DCF are still in the early stages of development, but have received initial data and notable findings, which include:

- Moving from Filing a TPR Petition to having a TPR Order ranges from 29 days to 239 days.
- Moving from a TPR Order to a Finalized Adoption ranges from 103 days to 386 days.
- Characteristics associated with time to setting adoption as a permanency goal:
- Children with longer times tend to have more child welfare workers, more judicial officers, and more court cases. Youth Justice involvement is also associated with longer times to adoption.
- Older children, African-American children, and tribal members have longer times.
- CANS score does not matter except for those children with highest CANS scores (50+) who show longer times to setting an adoption goal.
- Previous removals and time in previous out-of-home placements are not strongly associated. If adoption was a permanency goal in the previous removal, time to permanency was shorter in the current removal.
- ASFA exceptions that are recorded are associated with longer times. Alternative permanency plan goals besides adoption and reunification were associated with longer times.
- Characteristics associated with time from adoption goal to final adoption:
- Longer times for children with more case workers, more judicial officers, 4 or more total court cases, and if the child has a youth justice case.
- Longest times for children aged 4-6, oldest and youngest children have short times. African American, Native American, and Hispanic children have longer times to adoption as well as WICWA cases.
- Times to adoption lengthen as CANS scores get higher.
- No notable relationship between previous removals and time to adoption.
- When ASFA exceptions are recorded, it takes longer to move to adoption as do those with reunification or other goals previously listed on the permanency plan. Time to adoption is short for cases with adoption listed as the current permanency goal, rather than as a concurrent or proposed goal.

The CCIP entered into an additional contract with IRP in FY 2019 to assist with the data exploration and analysis for additional time intervals and characteristics including:

- Time between date of removal and date TPR petition is filed,
- Time between date TPR petition is filed and date counsel is appointed for parents,
- Timeliness of underlying CHIPS case,
- Whether parents had counsel during the CHIPS case,
- Whether a jury trial was scheduled or held during the TPR case,
- Number of adjournments/continuances between TPR petition and TPR disposition,

- Whether an adoptive resource was identified for the child before the TPR petition was filed,
- Whether the TPR case was appealed,
- Number of voluntary TPRs and involuntary TPRs, and
- Whether the same judge was on both CHIPS and TPR case.

The ability to analyze these time intervals and characteristics is dependent on availability and reliability of data in the Statewide Automated Child Welfare Information System (eWiSACWIS) and the juvenile court records available in the Circuit Court Access Program (CCAP).

The following data is from a variety of sources, including the Institute for Research on Poverty, CCAP statistical reports, and DCF.

Table: TPR Timeliness from Most Recent Removal (mean number of days)

	Time to TPR Petition Filing	Time to TPR Order
2015	654	840
2016	590	799
2017	668	871

Table: TPR Timeliness from Most Recent Removal by Thresholds

	2015	2016	2017
1. Time to TPR petition			
Children with TPR petition filed within 15 months of removal	32.5%	35.8%	27.1%
Children with TPR petition filed within 24 months of removal	58.4%	68.2%	59.%
2. Time to TPR order			
Children with TPR order within 15 months of removal	10.7%	13.2%	8.8%
Children with TPR order within 24 months of removal	29.5%	29.7%	27%

Figure: TPR Timeliness using Median Number of Days (Wisconsin Data from Institute for Research on
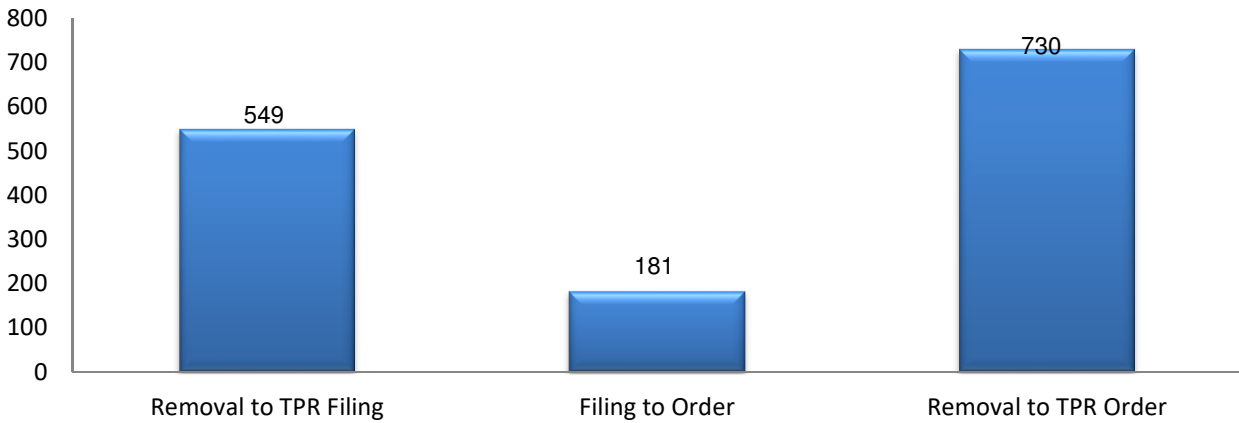
Poverty*)

*The data sample includes children achieving permanency in 2015 who had a TPR petition.

Note: The federal standard of 15 months for TPR filing is equivalent to 450 days.

*Figure: TPR Caseload Summary Statewide (CCAP Statistical Reports)**
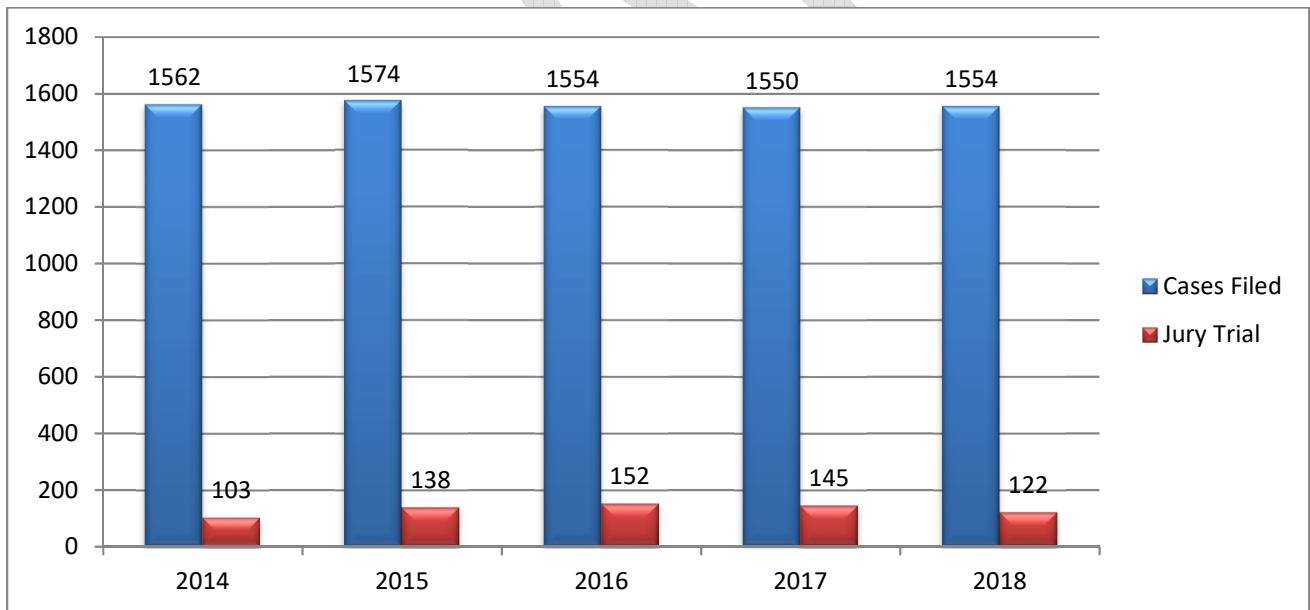
*Includes both child welfare and private TPR cases.

*Figure: Median Age at TPR Disposition (CCAP Statistical Reports)**
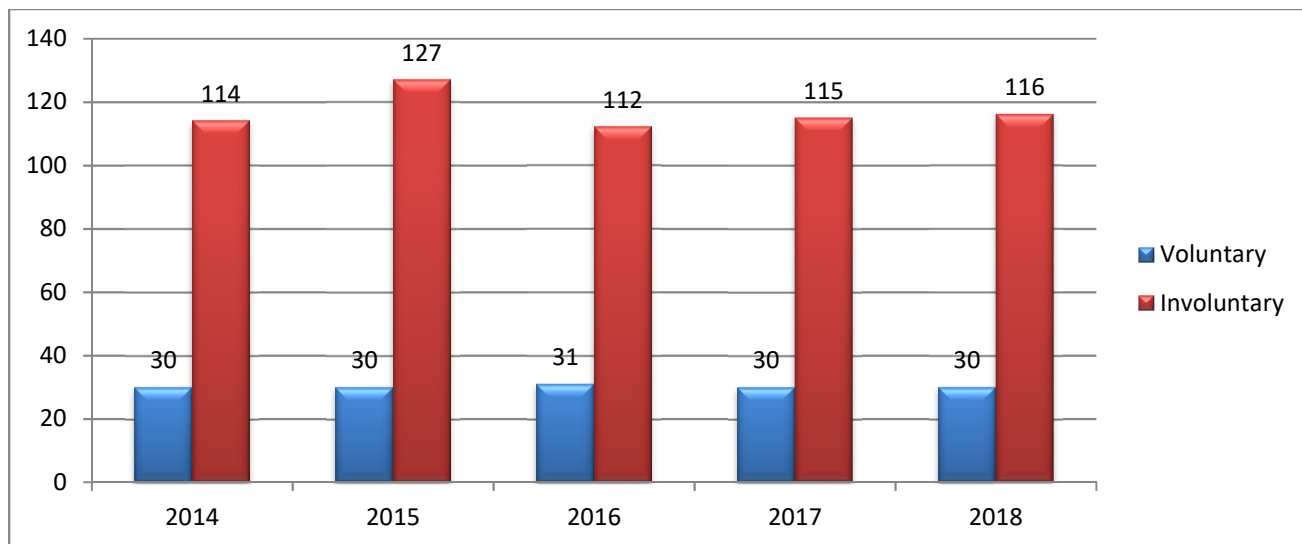
*Includes both child welfare and private TPR cases.

Figure: Average Months from Removal to Adoption (DCF Dashboard: 4/1/18-3/31/19)
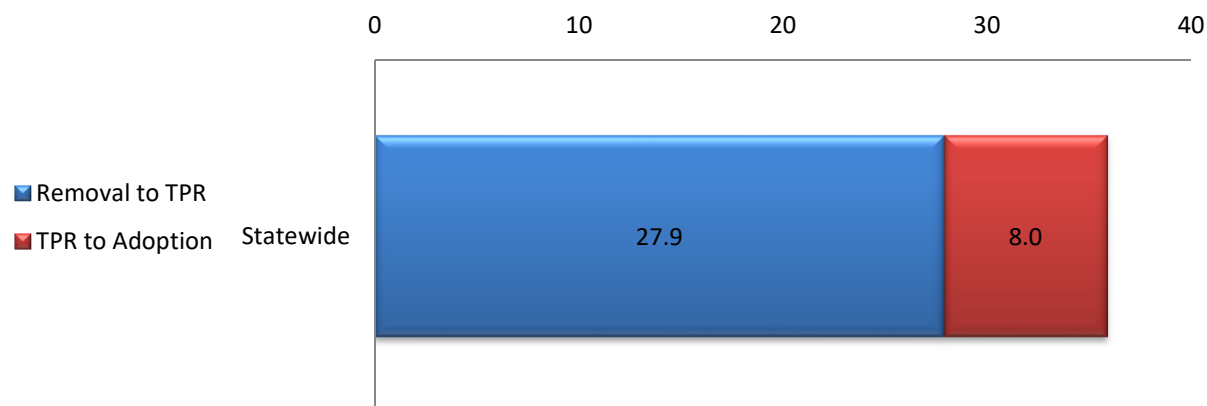
Adoption and Safe Families Act Wisconsin Data

The data below shows that ASFA exceptions were filed appropriately 95% of the time (2942 of 3113 cases) and TPR referrals were filed 88% of the time (104 of 118 cases).

Figure: ASFA Exception Summary as of 12/31/2016
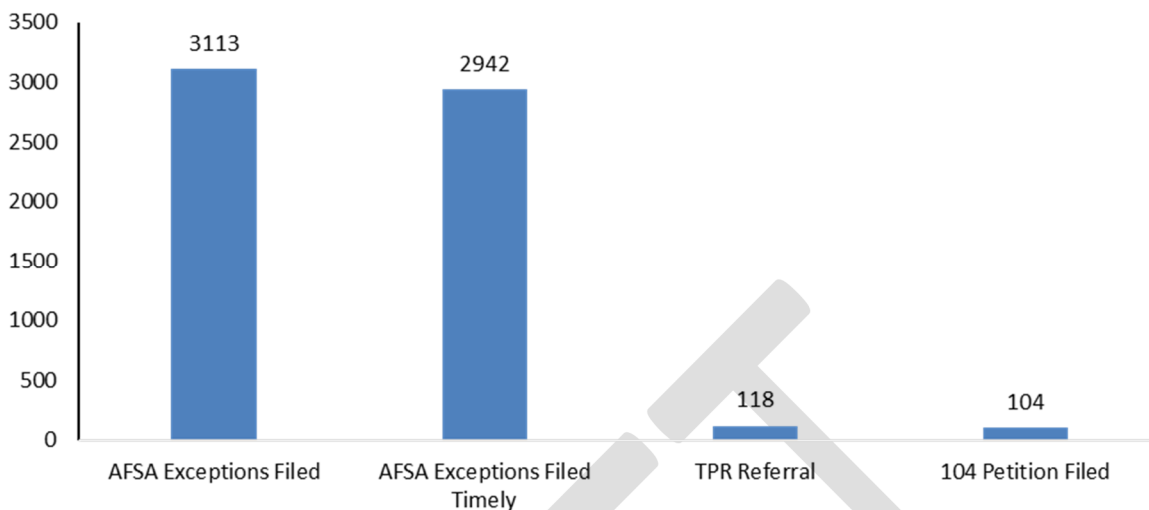
Wisconsin Indian Child Welfare Act (WICWA) Data

An additional source of data is the Wisconsin Indian Child Welfare Act (WICWA) Continuous Quality Improvement Project through CCIP. The WICWA Continuous Quality Improvement project measures compliance with key WICWA requirements in both voluntary and involuntary TPR cases in an effort to prevent unnecessary permanency and case delays, motions to invalidate the proceeding, and appeals. In 2013-2014, the eight counties with the greatest number of circuit court cases subject to WICWA were reviewed jointly by CCIP and DCF.   In 2015-2016, court file reviews were conducted by CCIP in 12 additional counties that had a minimum number of WICWA cases that had a threshold number of WICWA cases. In 2017-2019, the second round of onsite reviews occurred in the following counties: Shawano, Milwaukee, Bayfield, Jackson, Brown, Forest, Vilas, and Burnett.

Figure: Voluntary Consent in TPR Cases Subject to WICWA

**TPR Voluntary Consents
in WICWA Cases**

	Written Consent	Recorded Before Judge	Judge's Certificate
2013-2014 Reviews	89%	96%	70%
2015-2016 Reviews	86%	100%	43%
2017-2019 Reviews	87%	100%	80%
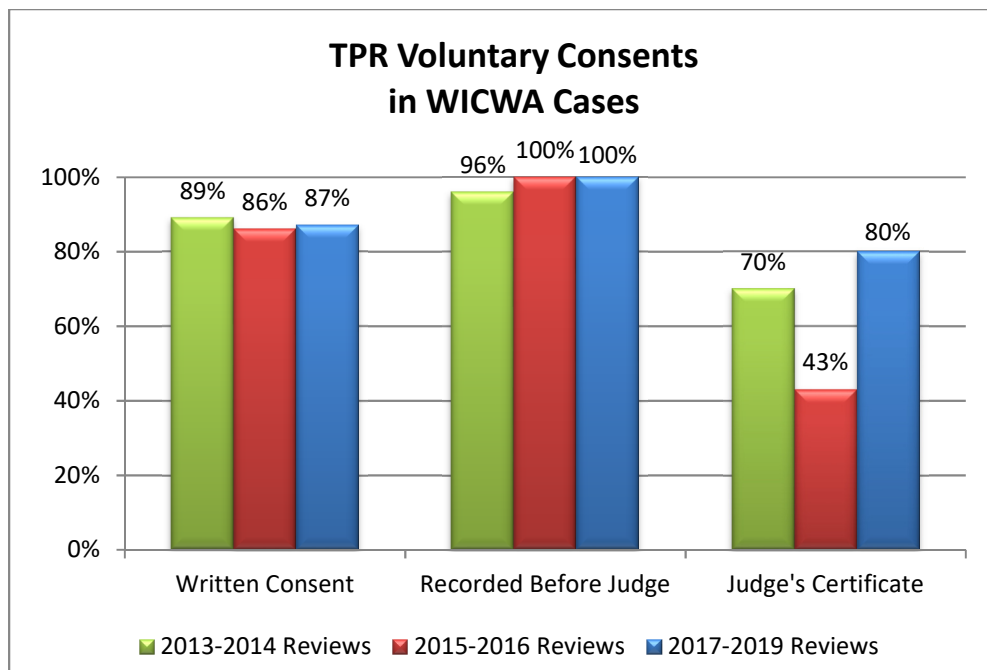
Figure: WICWA Findings in Involuntary TPR Cases*

**WICWA Findings in
Involuntary TPR Cases**

	Serious Damage Finding	Active Efforts Finding	QEW Testimony
2013-2014 Reviews	100%	100%	95%
2017-2019 Reviews	100%	100%	100%
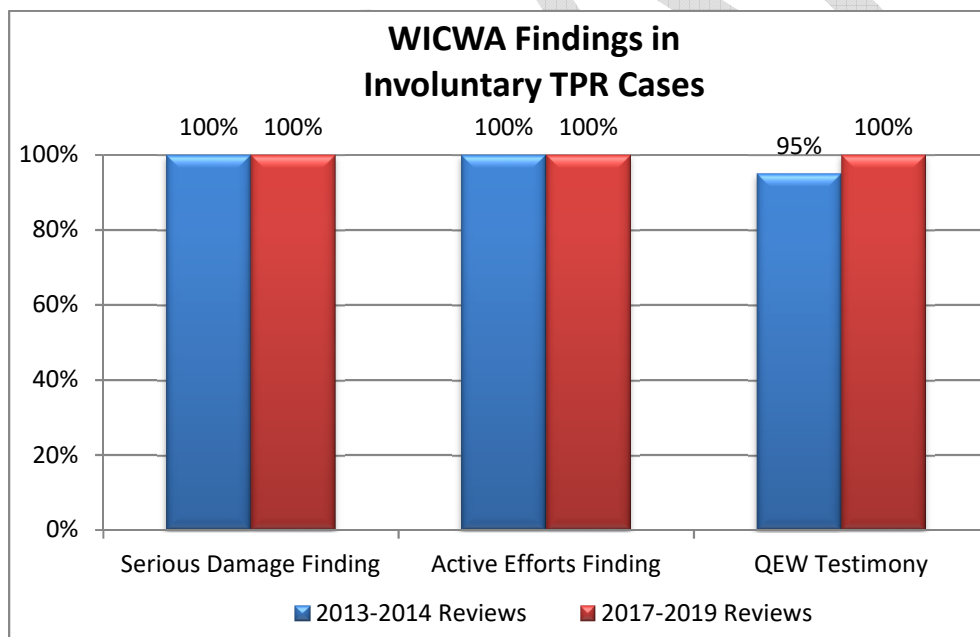
*All of the TPR cases reviewed in 2015-2016 were voluntary, so the WICWA findings were not required

Initiatives to Address

Many provisions of the DCF Ongoing Services Standards incorporate both federal law and best practice to ensure that all case review requirements are met. For example, the Ongoing Services Standards refer

to the timeliness requirements of federal law, providing that "[t]he federal Adoption and Safe Families Act (ASFA) [42 USC 675 (5) (E) and 45 CFR 1356.21(i)] specifies that a TPR petition must be filed for a child who has been in OHC for 15 of the last 22 months. The timeframes do not consider whether an adoptive resource has been located for the child or not."

The DCF standards also include several provisions for consultation with a permanency consultant to determine the legal status of the case. These consultations support that those cases be addressed in a timely manner. https://dcf.wisconsin.gov/files/cwportal/policy/pdf/ongoing-services-standards.pdf

When an agency does not file a TPR petition within the ASFA timelines, one or more compelling reasons must be documented as an exception. For additional information, refer to the following link to the DCF memo: DCF Memo Series 2007-18, ASFA Exception to Filing a TPR Petition, https://dcf.wisconsin.gov/files/cwportal/policy/pdf/memos/2007-18.pdf

Tools that have been developed to assist states conform to federal guidelines for this area include the following items:

- Form JD-1791 - https://www.wicourts.gov/formdisplay/JD-1791.pdf?formNumber=JD-1791&formType=Form&formatId=2&language=en provides information on meeting the timelines required for a TPR process. The CCIP E-Learning Project has developed training and support for meeting this requirement including specific activities focusing on Termination of Parental Rights cases: http://wicciptraining.com/Modules/All
- The Judicial Engagement Initiative through Casey Family Programs, more fully described in Item 22, is offering training and reviewing data from the participating counties that will assist DCF and CCIP in more effectively working with judicial partners to improve TPR timeliness and supports.
- Caseworker training is provided to all workers pursuant to state law, licensure requirements, and the administrative code. The DCF, through the Wisconsin Professional Development System, has many trainings available in person and online. The following link provides access to the court training available: https://wcwpds.wisc.edu/court.htm
- The Conference on Child Welfare and the Courts: Working Together to Effectuate Timely Permanence is scheduled for September 25-27, 2019. The conference will provide a forum for state, county, and tribal leaders (judicial officers, attorneys, and child welfare directors/supervisors) to learn innovative practices to achieve timely permanence for children, including through TPR and adoption.

Notice of Hearings and Reviews to Caregivers (Item 24)

Data or Information Demonstrating System Performance

Notice of hearings to caregivers is documented for individual cases in the Circuit Court Access Program (CCAP) but is not available in the aggregate. CCIP conducted a manual review of 180 circuit court cases for children placed in foster care or with a relative in child in need of protection or services (CHIPS) cases from six counties: Dodge, Dunn, Manitowoc, Milwaukee, Waukesha, and Wood. The sample counties

include representation from all five regions of the state, plus Milwaukee County. There were 30 cases reviewed from each county: 15 cases filed in 2016 and 15 counties filed in 2017. The counties (for each of the five regions) and the cases were selected randomly using an online randomization program. The results from the court file review are provided below. Note: "Can't Determine" means that it was not possible to determine whether the caregiver received notice from the documentation contained in court file. It is important to note that notice may have been provided in these cases, but not documented in the court file. Collateral sources, such as the child welfare agency's and prosecutor's case files, were not examined as part of this review.

Notice of CHIPS Dispositional Hearing (N=166)

79% Yes
21% Can't Determine

Notice of Most Recent Permanency Hearing (N=131)

99% Yes
1% Can't Determine

Notice of Most Recent Change in Placement Hearing (N=29)

97% Yes

3% Can't Determine
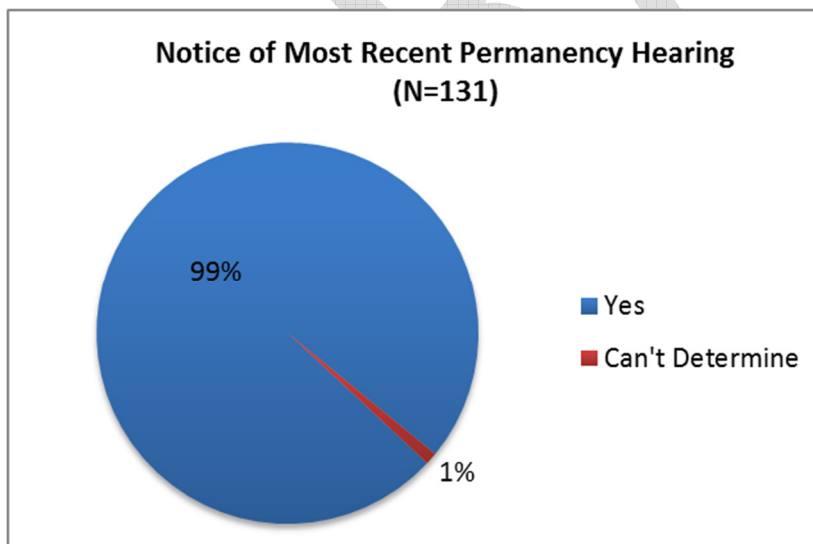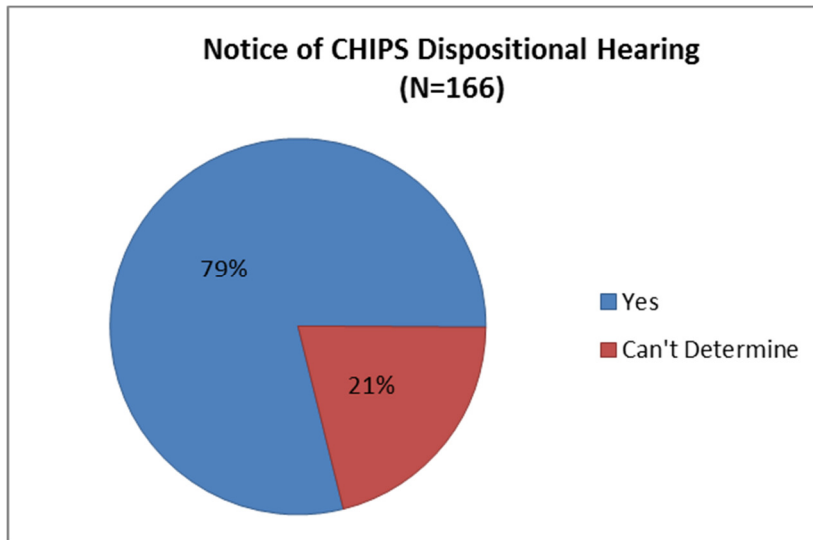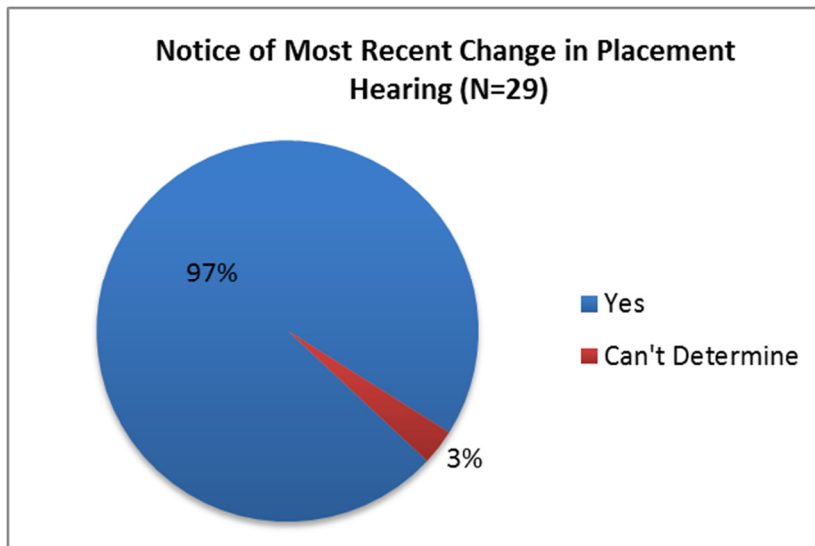
In addition, data related to notice to tribal parents and tribes is available based on file reviews conducted as part of the WICWA CQI project. Under WICWA, notice of subsequent hearings in a case must be provided to the parents and tribe in writing through mail, personal delivery, or fax. As illustrated below providing notice of hearing in writing is an area that continues to be a strength for permanency hearings and change in placement hearings.

Figure: Notice of Post-Disposition Hearings for WICWA

Subsequent Notice to the Tribe in Writing

CHIPS Permanency Hearing: 96% (2013-2014 Reviews), 95% (2015-2016 Reviews), 98% (2017-2019 Reviews)

CHIPS Change in Placement: 90% (2013-2014 Reviews), 95% (2015-2016 Reviews), 95% (2017-2019 Reviews)

- 2013-2014 Reviews
- 2015-2016 Reviews
- 2017-2019 Reviews
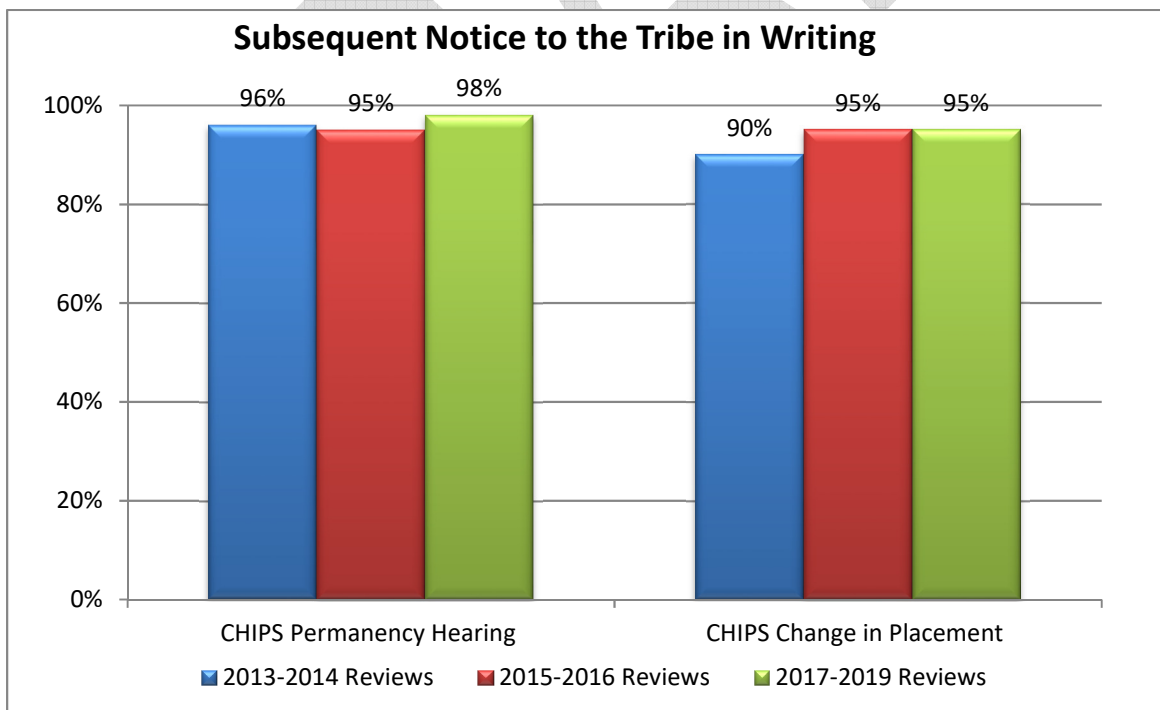
Initiatives to Address

Model recordkeeping procedures for juvenile court clerks provide instructions about how to give foster parents, pre-adoptive parents, and relative caregivers of children in foster care notice of hearings. The procedures state the following: "If the child is placed with a relative or guardian, or in a foster home, notice of hearings needs to be provided to them. Include any relative caregiver, guardian or foster parent on all notices."

A circuit court form, Notice of Permanency Hearing (JD-1700) has been created to provide this requisite notice and advisement specifically required for Permanency Hearings: www.wicourts.gov/formdisplay/JD-1700.pdf?formNumber=JD-1700&formType=Form&formatId=2&language=en.

Another circuit court form Notice of Hearing (JD-1724) is used for several other types of hearings under sections 48.21, 48.27, 48.273 and others. All circuit court forms have a summary with instructions to guide users, including this form, which includes an instruction for providing notice to the foster parent/physical custodian.

As mentioned in Item 21, the DCF has developed a form for caregiver input that also supports this purpose.

As described more fully in the Training section, the Wisconsin Child Welfare Professional Development System (PDS) provides a number of online training modules for foster parents, pre-adoptive parents, and relative caregivers of children in foster care as described in https://wcwpds.wisc.edu/foster-care.htm. These trainings educate foster parents, pre-adoptive parents, and relative caregivers of children in foster care on the court process, trauma, working with biological parents and other topics. A specific training related to children's court and permanency planning is also available through the PDS foster parent training delivered by University of Wisconsin - Milwaukee at http://uwm.edu/mcwp/foundation-courses/. These trainings help foster parents, pre-adoptive parents, and relative caregivers of children in foster care to understand their statutory right to notice and the opportunity to be heard at various proceedings.

As part of the CCIP E-Learning Project, the learning activities include the Wisconsin laws and best practices related to foster parent/caregiver notice of hearings, participation in court, and other rights. Since January 1, 2015, there have been 12,482 unique visitors (IP addresses), with 41,420 page views, to the CCIP E-Learning Activity website, which have included foster parents.

DCF and CCIP developed a video that was designed to increase attendance and more meaningful engagement of youth in the court process.

Case Review System (Items 20-24) Brief Assessment on Progress to Date

DCF has worked extensively with the CCIP, judicial and legal stakeholders and other stakeholders to identify strengths and weaknesses in the case review system. This feedback is incorporated in the initiatives described throughout the case review description. DCF will continue to use this feedback as it

further shapes future initiatives and supports for the case review system identified in Wisconsin's PIP, the CFSP Plan for Enacting the State Vision and in future DCF strategic planning.

- Item 20 (written case plan) was found to be an Area Needing Improvement during the 2018 CFSR. Interviews with case workers and supervisors noted that efforts were made to develop goals collaboratively with families that didn't always occur each time. Birth parents interviewed did not always indicate that they believed their input was solicited in developing the written case plan. Further, stakeholder outreach found that caseworkers found the plan elements and policies comprehensive but sometimes difficult for families to understand. DCF anticipates that further stakeholder outreach through the strategic planning process in 2019 may identify additional ways to improve and streamline the written case plan consistent with federal and state requirements.
- Item 21 was also found to be an area needing improvement, efforts to improve this area of performance are found in the summary of Item 21.
- Item 22 was found to be a strength in Wisconsin's CFSR
- Item 23 was found to be an Area Needing Improvements, efforts related to TPR timeliness are addressed in the Item 23 summary.
- Item 24 was also found to be an ANI, efforts to address foster and adoptive hearing rights are described in the Item 24 summary.

Quality Assurance System (Item 25)

Data or Information Demonstrating Performance and Initiatives to Address

In response to the federal Child and Family Services Review Round 1 in August 2003, DCF has invested in the continued strengthening of its Child Welfare Continuous Quality Improvement (CQI) System. Wisconsin's Child Welfare CQI system addresses the areas outlined in the Children's Bureau memo ACYF-CB-IM-12-07.

Beginning 2014 and continuing through the most recent five year period, Wisconsin began making significant and strategic improvements to its Child Welfare CQI system. DCF, in partnership with local child welfare agencies, the courts, and other partners has established the following mission for the state's child welfare CQI program:

Wisconsin is committed to a Continuous Quality Improvement (CQI) system that supports the assessment and improvement of child welfare practice, processes, and outcomes at the state and local level. Wisconsin DCF fulfills this mission by providing resources, tools, and processes to build and sustain CQI at the state and local level.

The strategic changes DCF made to its Child Welfare CQI System are outlined in more detail in the 2015-2019 CFSP Annual Reports; however, these improvements were centered on the following critical areas:

- Building a comprehensive and rigorous case review process which address practice at CPS Access and Initial Assessment and in Ongoing Services using the federal CFSR OSRI;
- Ensuring the use and integration of multiple sources of information and data both qualitative and quantitative, to inform system and program understanding and improvement, and;
- Involving state and local stakeholders in a meaningful and informed manner to be actively involved in the Child Welfare CQI System and to provide feedback regarding the understanding of and recommended responses to program improvement initiatives.

Over the next five years, the Division will continue to advance the efforts of the Child Welfare CQI Advisory Committee which is made up of representatives from the DCF, local agencies across the state, the UW School of Social Work and the Children's Court Improvement Program. This committee is responsible for serving as the primary feedback loop, using data and information from the key sources described below, to prioritize and advise the Division on program improvement initiatives such as improvements to policy and practice, workforce support and training, as well as information system refinements.

Case Reviews:

As part of the new Child Welfare CQI System, case reviews play a different role from the way in which quality improvement or assurance activities were carried out previously. One major shift is in how data from multiple sources are considered as part of the quality improvement process, rather than simply operating from a single conclusion, source of information or judgement upon which to act. Several rounds of case reviews related to CPS Access, Initial Assessment and Ongoing Services, each representing reviews of a statewide statistically significant samples were conducted over the last five years. 65 Ongoing Services cases were also reviewed in April 2018 as part of the federal CFSR. Initial reports related to the results of Wisconsin's case record reviews can be viewed at the following DCF website: https://dcf.wisconsin.gov/cqireports. The other CQI Case Record Review tools used are based on Wisconsin's Child Welfare Access and Initial Assessment Standards, Ongoing Standards, and Safety Intervention Standards which specify the requirements necessary to perform Child Protective Services in the state of Wisconsin. These CQI Case Record Review tools can be found in the appendix D of each respective report (linked above).

To maintain fidelity and reliability of case record reviews, DCF has implemented a stringent Quality Management plan that includes strict reviewer prerequisites, training, double-blind and secondary reviews, and regular reviewer check-in meetings. The Quality Management plans can be found in the appendices of each respective report.

In addition to the case reviews as a mechanism to understand and address program and practice improvements over the last five year, DCF has several additional tools in used to measure, assure, and identify ways to improve the child welfare system.

KidStat:

When KidStat was first introduced in 2009, each Division identified areas to measure which capture DCF's commitments to the population it serves, tracking results and progress is critical areas related to child safety, permanency, and well-being. The KidStat metrics used by DSP align with both Wisconsin's Child Welfare Practice Model—the purpose of which is "to keep children safe and to support families to provide, safe, permanent and nurturing homes for their children", and the three pillars of child welfare: Safety, Permanence, and Wellbeing. Go here to view previous KidStat Reports. Further detail regarding DCF agency participants and their roles and responsibilities are presented in previous 2015-2019 CFSP Annual Reports.

Over the next five years, the Division will continue use KidStat measures to understand, assess, and monitor local agency performance on key child safety, permanency and well-being outcome measures described above.

Performance Dashboards:

Child Welfare Dashboards are another component of our child welfare CQI system. They are visual reports showing statewide and local agency child welfare performance summary data. These dashboards cover child protective services, child out-of-home placement, discharges from placements and child well-being. Included with each dashboard is supporting data documentation in pdf format. These dashboards are updated monthly. An example of a dashboard is shown below. For links to all of the dashboards please visit: https://dcf.wisconsin.gov/reports

Figure 35: Access Reports Dashboard
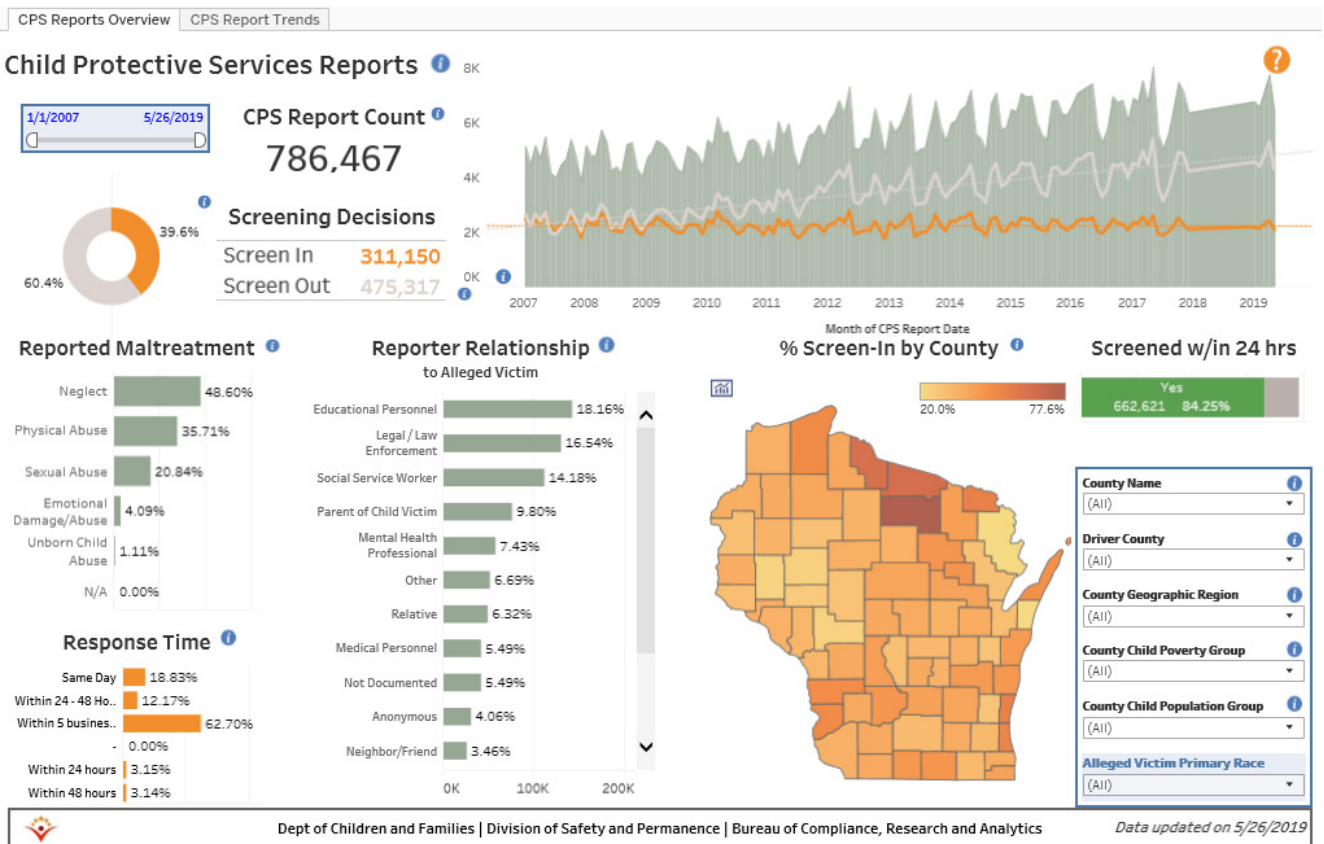
Over the course of the next five years, the Division will upgrade the currently available dashboards to newer analytic reporting tool software and will introduce additional dashboards to assist state and local professionals in understanding system performance in order to develop approaches to improving performance and in evaluating the effectiveness of these approaches once implemented.

Brief Assessment of Progress Toward Outcomes

While this systemic factor was found to be an ANI in the 2018 CFSR, stakeholders engaged with DCF through the CQI Advisory Committee and through other means of generating feedback, note that overall the system is supporting their needs, particularly the dashboards and support through technical assistance to counties to better use data to improve performance. Using CQI as a systemic tool is integral to Wisconsin's draft PIP to ensure that all future system improvement efforts use information and feedback from the CQI process.

Training System (initial, Ongoing and Foster Parent Training, Items 26-28)

Training System Overview

DCF has a robust child welfare training system that provides high quality, uniform training statewide. DCF contracts with the Wisconsin Child Welfare Professional Development System (WCWPDS), which is housed in the University of Wisconsin-Madison School of Social Work, to provide job-specific professional development opportunities for over 4336 state, county, tribal, and private agency child welfare workers and over 7949 foster parents throughout the state of Wisconsin. The contract is primarily funded by the DCF with some funding provided by county child and tribal welfare agencies. WCWPDS subcontracts with the University of Wisconsin-Milwaukee to develop, deliver, and support all required foundational and special topics training for child welfare workers and supervisors in Milwaukee, and for foster parents statewide. The WCWPDS delivers training in locations throughout the state to ensure training is accessible to workers and foster parents.

The WCWPDS provides a continuum of services intended to facilitate and sustain positive change and support improved outcomes within Wisconsin's child welfare system. Those services include: education, training, transfer of learning, technical assistance, coaching, project management, organizational effectiveness and development, research and evaluation, and research to practice.

Data or Information to Demonstrate System Functioning

This report uses data from the training system's Learning Management System, PDS Online, with crossover data collected through the State of Wisconsin's eWiSACWIS database. PDS Online is based in Cornerstone's proprietary Learning Management System, which tracks certifications and compliance for state of Wisconsin child welfare workers. The report includes data collected from July 1, 2017 to June 30, 2018 (SFY2018). Additional data is provided with respect to areas of training described under initiatives.

2018 Data Figure:

FY2018 by the numbers

19,697	Total trainees
1052	Total professional development opportunities provided
423	Case-worker professional-development opportunities provided
8,473	Case-worker trainees
629	Foster-parent professional-development opportunities provided
11,224	Foster-parent trainees

Initiatives to Address

- DCF contracts with the Wisconsin Child Welfare Professional Development System to assure that the state is responsive and provides access to training needs throughout the state.

Recent enhancements to the training system include:

- Dedicated staff to CQI/OE statewide process improvement facilitation and coordination including evaluation components
- Quarterly compliance reports being sent to counties and private providers to inform them of staff compliance with DCF 43 foundation and ongoing training requirements
- Development of compliance reporting for foster parent licensure and provision of those reports to DCF staff to address with providers
- Initiation of cohorts of Applied Learning Communities to support local implementation of policy and practice
- Development and roll out of data in supervision training to encourage child welfare managers and supervisors to utilize data as part of their staff development and system enhancement processes
- Continued enhancement of the statewide calendaring system
- Development of more flexible learning alternatives
- Enhanced coordination of Organizational Effectiveness (OE) activities with CQI processes

The University of Wisconsin-Madison Survey Center (UWSC) was hired by the Division of Safety and Permanence within DCF to conduct a series of brief surveys of the child welfare workforce. The purpose of these Flash Surveys is to identify strengths and challenges faced by the child welfare workforce in Wisconsin. Input from these surveys has helped DCF and counties partner in their efforts to continually improve upon policy, process, and practice standards, as well as training and technical assistance. The initial Flash Survey was focused on training needs: https://dcf.wisconsin.gov/files/cqi-cfsr/pdf/surveys/cpstraining-rpt.pdf

Initial Training Initiatives (Item 26)

Pre-Service Training

Administrative rules require new child protective services caseworkers and supervisors to complete the caseworker pre-service training as part of their initial development. The web-based pre-service training offered by the Wisconsin Child Welfare Professional Development System, combined with the agency-specific orientation plan that may include job shadowing, agency orientation and other related activities, introduces new caseworkers to the basic skills and knowledge they need to carry out their child protective services responsibilities. Because the pre-service training is web-based, all new caseworkers are able to begin the training immediately upon hire.

To assure that the modules are consistent with state policies, initiatives, and standards, the modules are reviewed and updated as new state policies, initiatives, and standards are released. Additionally, each module is reviewed on a three-year cycle to include updated research and best practice guidance.

Prior to being assigned as a primary worker in the statewide automated child welfare system, eWiSACWIS, caseworkers must complete, or be exempted from, the pre-service training that consists of 12 modules:

- Introduction to Child Protective Services
- Engaging in Child Protective Services
- Safety
- Child Abuse and Neglect
- Access
- Court
- Initial Assessment
- Ongoing Services
- Trauma
- Placement
- Confirming Safe Environments
- Permanence

These modules can be viewed at: https://wcwpds.wisc.edu/

Pre-Service Compliance and Data

In order to support supervisors and agencies in onboarding their new access, initial assessment and ongoing child protective services staff to meet their training requirements, the Wisconsin Child Welfare Professional Development System reaches out to new caseworkers to share the Welcome Packet and Professional Development Plan and introduce the new caseworker to the Wisconsin Child Welfare Professional Development System. The Welcome Packet identifies the pre-service, foundation, and ongoing training requirements and provides information on training policies, procedures, registration, and the Learning Management System (PDS Online). The chart below indicates compliance with the pre-service training requirement for FY2018 for the 191 workers who started during that time period.
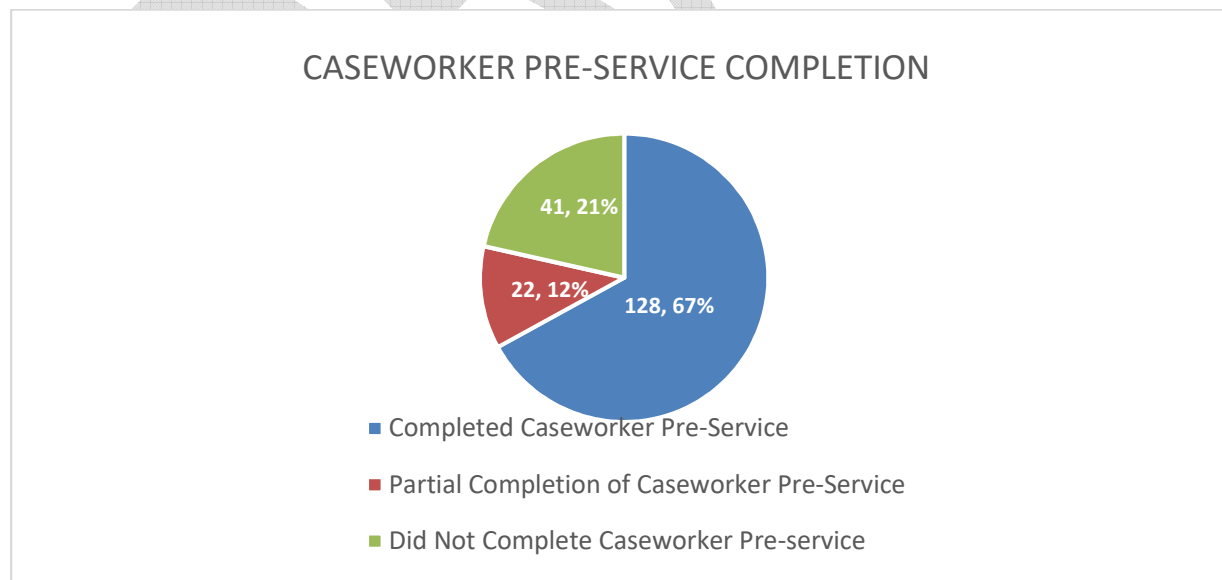
CASEWORKER PRE-SERVICE COMPLETION

41, 21%
22, 12%
128, 67%

- Completed Caseworker Pre-Service
- Partial Completion of Caseworker Pre-Service
- Did Not Complete Caseworker Pre-service

Foundation Training

Administrative rules require new child protective services caseworkers who have access, investigation/initial assessment, and ongoing child protectives services responsibilities to complete, unless exempted with county approval, 15 days (90 hours) of caseworker foundation training within their initial two years of employment. Dependent upon job function, new caseworkers are required to complete from 9-11 days of training on topics related to engaging families, safety assessment, ICWA/WICWA, and placement. The additional 4-6 days of training are chosen from a menu of foundational training courses that are designed to meet job-specific competencies.

The Foundation training provides the bedrock of knowledge, awareness, skill development, and values for child welfare staff. The Foundation training is evidence informed and heavily focuses on skill development and application, with multiple opportunities for practice integrated into each skill-focused Foundation training session. Foundation training is provided in eight locations around the state throughout the year, with multiple offerings throughout the year in Milwaukee, making the training accessible to caseworkers in all counties across the state.

The required foundation courses include:

- Engaging to Build Trusting Relationships (2 days)

- Supporting Change Through Engagement (2 days)

- Case Practice with American Indian Tribes (2 days)

- Placement (2 days)

- Safety in Child Protective Services – Present Danger (1 day)

- Safety in Child Protective Services – Impending Danger (2 days) (not required for Access workers)

The menu option foundation courses include:

- Trauma Informed Practice (2 days)
- In the Best Interest of the Child: Making the Most of Family Interaction (2 days)
- Access (1 day)
- Initial Assessment (3 days)
- Ongoing Case Planning (2 days)

Data related to course descriptions and session totals was taken from PDS Online and the data in regards to the evaluation component was collected from evaluations by participants in the specific trainings.

The below chart summarizes the number of enrollees for each foundation course.

Table 18: Foundation Training Enrollment

Foundation Training	Total Participants
Engaging to Build Trusting Relationships	321
Supporting Change through Engagement	178
Case Practice with American Indian Tribes	249
Placement	190
Safety in Child Protective Services - Present Danger	421
Safety in Child Protective Services – Impending Danger	312
Trauma Informed Practice	145
Access	168
Initial Assessment	121
Ongoing Case Planning	130
In the Best Interest of the Child: Making the Most of Family Interaction*	88
Basic Intake Worker Training	295

Foundation Training Compliance and Data

In order to assure that the courses are consistent with state policies, initiatives, and standards, the foundation courses are reviewed and updated as new state policies, initiatives, and standards are released. Additionally, each course is reviewed on a three-year cycle to include updated research and best practice guidance as well as enhanced skill application.

The Training Rule is written to require those with the primary (rather than any) job functions of access, investigation/initial assessment, and ongoing child protectives services to complete foundation training. Some workers have multiple child protective services responsibilities; others have both child protective services and other child welfare or human services related responsibilities (such as youth justice, children's long-term support, foster care, after hours). Caseworkers with primary foster care, after hours, youth justice, and children's long-term support responsibilities are not required to complete foundation training based upon the requirements within the Training Rule, even if they have some access, investigation/initial assessment, and ongoing child protectives services responsibilities.

DCF is working with WCWPDS on efforts to better track completion of foundation training for all caseworkers with primary job functions of access, initial assessment, and ongoing child protective services. Part of this effort includes following up with DCF 43 training rule by the Wisconsin Child Welfare Professional Development System. In January 2018, PDS began sending quarterly reports outlining worker compliance to each county human services supervisor in Wisconsin. These reports outline the compliance level for each direct report of that supervisor and what courses still need to be taken to put that worker in compliance with the requirement. It is anticipated that this will have a significant impact on compliance as we move forward.

The chart on the following page represents compliance with foundation training rule requirements for the cohort ending their foundation period in FY2018.

FOUNDATION COURSE COMPLIANCE FISCAL YEAR 2016
COHORT ENTIRE STATE
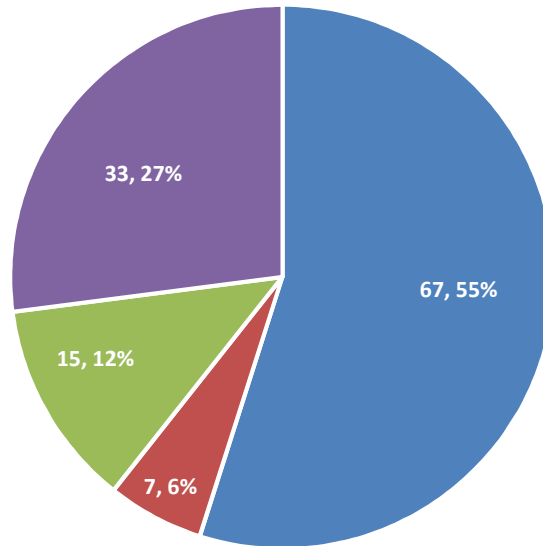
Legend:
- Completed All Requirements (67, 55%)
- Completed Hours But Not Mandatory Courses (7, 6%)
- Completed Mandatory Courses But Not Hours (15, 12%)
- Completed Neither Mandatory Courses Nor Hours (33, 27%)

Basic Intake Training

DCF and the WCWPDS have taken on a significantly larger role in the Youth Justice arena as a result of the transfer of the responsibility for oversight of the community-based Youth Justice system from the Department of Corrections (DOC) to the DCF in January 2016. Subsequently, Basic Intake Training has become the responsibility of the WCWPDS. The training system works closely with DCF as well as the Wisconsin Juvenile Court Intake Association to continue the development and delivery of this professional development service.

Wisconsin Stat. §§ 48.06 http://docs.legis.wisconsin.gov/statutes/statutes/48/II/06 and 938.06 https://docs.legis.wisconsin.gov/statutes/statutes/938/II/06 require that any county staff that provide intake services under either of these chapters shall successfully complete 30 hours of training. This completion must be evidenced by achieving a score of 70% or higher on an exam taken at the end of the 30 hours. As intake services include the custody intake function typically performed by county on-call workers the majority of child welfare social workers in the state are required to complete this training.

At this time, the format for providing the required 30 hours of training is through an 18 hour face to face training in which participants are exposed to the statutes, court process, engagement, adolescent brain development, trauma and family dynamics. A test to determine learner retention is proctored at the end of the third day with part pants needing to achieve a 70% on this exam to pass the course and receive their certificate of completion. The initial 18 hours are followed up approximately 6 weeks later with a 12 hour practical application component. Participants involved in this interactive component learn how to best match services to the individuals and families they are dealing with. The new philosophy for this training is to help learners understand not only what can they do but also what should they do and how should they do it. Between 7/01/2017 and 6/30/2018, 295 individuals completed the Basic Intake Worker Training.

Milwaukee Child Welfare Training Partnership Additional Initial Training Requirements

Unlike the other Wisconsin counties, the state-run Milwaukee system contracts for child welfare ongoing case management services. Specifically, the DCF Division of Milwaukee Child Protective Services (DMCPS) performs the Access and Initial Assessment functions while ongoing services, foster family licensing and adoption work is contracted to two private agencies (Children's Hospital of Wisconsin Community Services and SaintA).

As a subcontractor to WCWPDS, the UW-Milwaukee Child Welfare Partnership (MCWP) is responsible for providing training and professional development to DMCPS and contract agency staff and supervisors in ways that both uphold statewide policy and requirements and respond to local needs and priorities.

MCWP provides three broad categories of services to DMCPS/contract agency staff: New Staff Training, Continuing Education, and Supervisory Training. Requirements in each area are established through two main mechanisms: (1) Compliance with training requirements established in Administrative Rule (DCF 43); and (2) Responsiveness to local needs and priorities as defined in regular, ongoing collaboration with agency and DCF leadership (executive, managerial and supervisory). Following are descriptions of the structure of each category of service.

New Staff Training. New staff training for case-carrying DMCPS and contract agency staff has been delivered in an academy-style model since 2010. The model has been revised over the years in response to needs and experience but retains its essential goal: preparing new staff to demonstrate basic proficiency in providing for child safety in accordance with the Wisconsin Safety and Ongoing Services Standards. The academy process integrates formal training, structured field application, performance feedback and performance assessment, mixing MCWP-facilitated courses and processes as well as field application work led by agency-based training supervisors.

New staff complete the following **required** Foundation courses as part of their initial training:

- Engaging to Build Trusting Relationships
- Supporting Change through Engagement

- Access (Access and Initial Assessment staff only)
- Initial Assessment (Access and Initial Assessment staff only)

Courses unique to Milwaukee but completed as part of initial training include:

- Information Collection
- Protective Capacity Family Assessment (PCFA)
- Professionalism in Child Welfare
- Introduction to Culturally Competent Practice
- Fundamentals of Family-Centered Case Management

New staff complete the following required or elective Foundation courses immediately following the initial academy training (within the two years after hire):

- Placement
- Trauma Informed Practice
- Ongoing Case Planning
- Team Based Practice
- Case Practice with American Indian Tribes
- In the Best Interest of the Child: Making the Most of Family Interaction

Additional foundation class offerings are currently provided by the Milwaukee Child Welfare Training Partnership, including Professionalism, Team Based Practice, Making the Most of Family Interaction, Fundamentals of Family Centered Case Management, Information Collection and Safety Intervention, Introduction to Culturally Competent Practice and Protective Capacity Family Assessment. Some of these course descriptions can be found at:

http://uwm.edu/mcwp/continuing-education-courses-for-case-management-staff/

Table 19: Number of enrollees and average evaluations

Milwaukee Child Welfare Training Partnership Additional Initial Training Requirements	Total Participants
Professionalism in Child Welfare	91
Team Based Practice	34
Information Collection and Safety Intervention	97
Introduction to Culturally Competent Practice in Child Welfare	106
Protective Capacity Family Assessment (PCFA): Part I Introduction, Part II Writing Objectives, Goals and Conditions Workshop	50
Protective Capacity Family Assessment (PCFA): Part II Introduction, Part II Writing Objectives, Goals and Conditions Workshop	22
Fundamentals of Family Centered Case Management	107

Ongoing Training (Item 27)

Data or Information to Demonstrate Functioning and Initiatives to Address

See Item 26 Overview as well as data included with respect to each area of ongoing training.

Special Skills and Topics training builds upon the knowledge, awareness, skill development and values from Foundation training by providing in-depth knowledge, awareness, values and skill development training around a specific child welfare topic. Based upon feedback provided from course evaluations, the responses from the Training Needs Flash Survey administered throughout the state, DCF defined priorities, and feedback provided at regional supervisor meetings, a robust menu of special skills and topics trainings are offered across the state to caseworkers. Trainers with specific expertise in the specialized topic areas are hired to facilitate many of the ongoing training courses.

In addition to the ongoing training opportunities provided for access, initial assessment, and ongoing child protectives services staff, courses specifically designed for foster care coordinators are offered regularly. These include DCF 56 Training: New Licensors (DCF 56 outlines the licensing requirements for foster homes), SAFE Structured Analysis Family Evaluation Training, and Foster Parent Foundation Training of Content.

The state licensing rules require licensed social workers to complete four hours of Ethics and Boundaries training during each two-year licensing period. Based upon county identified priority, the Wisconsin Child Welfare Professional Development System develops and delivers a new Ethics and Boundaries training topic to caseworkers and supervisors every two years. Over 60 sessions of Ethics and Boundaries training are provided around the state to caseworkers and supervisors each licensing period.

In order to meet the in-time learning needs of caseworkers and decrease the amount of time outside of the office, the following web-based learning courses have been developed: Understanding Child Sex Trafficking in Wisconsin, Transition to Adulthood, Safety Overview for Non-CPS Staff, Confirming Safe Environments, Alternative Response Orientation, and CANS Tool Training and Certification. New web-based courses are being developed each year. Caseworkers are able to complete these web-based courses within PDS Online so that the completion of the training is noted on their training transcripts.

The following link has descriptions of Web-Based Courses such as Alternative Response, Understanding Child Sex Trafficking, and other courses: https://wcwpds.wisc.edu/web-based-courses/

Table: 12 Most Attended Special Skills and Topics Trainings Offered by the Wisconsin Child Welfare Professional Development System

Training Title	Total Participants
Ethics and Boundaries 2017-19: An Ethical Challenge - Bullying in the Workplace	784
Wisconsin and National Drug Trends and Dangerous (Illegal) Drug Awareness	146
Interviewing Child Victims with Disabilities	140
Systems Change Review Leadership Institute	135
Legal Updates for Juvenile and Children's Law	113
Family Find and Engagement Session 5: Integration of Family Find and Engagement into Casework	111
SAFE Structured Analysis Family Evaluation Training	111
DCF 56 Training: New Licensors	109
Fundamentals of Family Centered Case Management	107
Introduction to Culturally Competent Practice in Child Welfare	106
Stepping Up to Supervision: Orientation for New Supervisors	106
Assessing Impending Danger	101

In addition to the training provided by the Wisconsin Child Welfare Professional Development System, caseworkers and supervisors can attend training offered by other organizations in order to complete their ongoing training requirements. Caseworkers and supervisors are then required to enter these sessions into PDS Online as an external training so that their PDS Online transcript captures all their completed training hours. In-service/ongoing training hour requirements cannot be exempted by a county agency.

Special Skills and Topics/In-Service Training Compliance and Data

Based upon the completion reports from PDS Online, all caseworkers with the primary job functions of access, investigation/initial assessment, and ongoing child protective services are not completing their 30-hours of required in-service/ongoing training. There are a variety of reasons for the less than 100% compliance in completing in-service/ongoing training:

- Workers are unable to take time away from the office to attend training.

- Duplicate PDS Online accounts for individual caseworkers exist; for example, if eWiSACWIS accounts are not properly closed and re-opened by the county agency when caseworkers change county of employment, two eWiSACWIS driven accounts can exist for the same caseworker; caseworkers may have their training completion documented across two PDS Online accounts making it look like the training requirements are incomplete; these accounts can be merged if the caseworker informs the Wisconsin Child Welfare Professional Development System.

- The non-Wisconsin Child Welfare Professional Development System sponsored in-service/ongoing training that caseworkers complete must be documented as external training by an individual caseworker into their PDS Online transcript in order for training hours to be recorded; agencies are required to enter the training into PDS Online within 30 days of training completion but it is not consistently entered into PDS Online.

In addition, caseworkers with other child welfare primary job functions, such as foster care and after-hours, are not required to complete ongoing training per the Training Rule (DCF 43) unless they are also licensed by the state as social workers, and not all counties require their child welfare staff to be licensed social workers.

As is occurring with initial training requirements, quarterly reports outlining worker compliance are being sent to each county human services supervisor in Wisconsin that outline the compliance level for each direct report of that supervisor and what courses still need to be taken to put that worker in compliance with the requirement. This notification should assist with meeting and documenting requirements. PDS is also working on additional means of improving documentation of compliance. The chart below and on the following page represents compliance with the ongoing training rule for workers required to do so in FY 2018.

Ongoing: March 1, 2017-February 28, 2019

	Workers who did complete 30 hours of ongoing training	Workers who did not complete 30 hours of ongoing training
BOS (605 workers)	**309 / 51%**	**296 / 49%**
Milwaukee (188 workers)	**29 / 15%**	**159 / 85%**
Total (793 workers)	**338 / 43%**	**455 /57%**

Tribal Training

Wisconsin has made a strong commitment to ensure that the needs of Indian Child Welfare (ICW) caseworkers in the eleven tribes are met. There are no state training requirements for ICW caseworkers unless the caseworker is a social worker certified by the state of Wisconsin. As sovereign nations, each tribe is responsible for establishing training requirements for its staff. However, there are often shared needs that can be addressed through WCWPDS. Training needs for these caseworkers are identified by the Intertribal Child Welfare Steering Committee, which meets with a representative of WCWPDS every other month. This committee includes the ICW Directors of all eleven tribes. A list of training topics is developed and the tribes vote on which topics will be delivered each year. There are typically three trainings offered to tribal staff each year. The training topics that were identified and planned for the winter of 2017 through the spring of 2018 include:

Table 21: Training topics Winter 2017 – Spring 2018

Training Title	Date
Child Forensic Interviews: Best Practice Guidelines	12/11/2017 – 12/13/2017
Native Wellness in the Workplace	01/23/2018 – 01/24/2018
Drug Trends in Indian Country	Spring 2018

Supervisor Training

Administrative rule requires new child protective services supervisors to complete, unless exempted, the caseworker pre-service and foundation training as part of their initial development. Supervisors are required to complete the caseworker pre-service training before providing direct supervision to a child protective services caseworker and supervisors must complete 15 days of the caseworker foundation training within 12 months of hire. In addition, child protective services supervisors are required to complete 30-hours of in-service (special skills and topics/ongoing) training related to their professional responsibilities during each two-year state licensing period.

In addition to the caseworker pre-service, foundation and ongoing training (that was described in previous sections), supervisor foundation and supervisor specific ongoing training topics are offered annually by WCWPDS. The supervisor foundation training focuses on both child welfare specific supervision issues and basic elements of effective supervision. While new supervisors are required to complete the caseworker foundation training, they are not required to complete supervisor foundation training.

The supervisor foundation training is newly developed and is being offered statewide on a regular basis as of July 2017. The supervisor foundation training series includes:

- Stepping Up to Supervision: Supervisor Orientation (1 day) – pre-requisite to attend any of the foundation courses; offered monthly;

- Supervisor Foundation - Administrative Supervision: Supervisor as Manager (2 days);

- Supervisor Foundation - Educational Supervision: Supervisor as Coach (2 days);

- Supervisor Foundation - Supportive Supervision: Supervisor as Team Leader (2 days); and

- Supervisor Foundation - Clinical Supervision: Supervisor as Critical Thinker (2 days).

Table: Number of Participants for Supervisor Foundation Trainings

Training Title	Total Participants
Stepping Up to Supervision: Orientation for New Supervisors	106
Supervisor Foundation Training: Administrative Supervision - Supervisor as Manager	29
Supervisor Foundation Training: Supportive Supervision - Supervisor as Team Leader	31
Supervisor Foundation Training: Educational Supervision - Supervisor as Coach	30
Supervisor Foundation Training: Clinical Supervision - Supervisor as Critical Thinker	28

Special Initiatives
Organizational Effectiveness

Description:
Organizational Effectiveness (OE) is a systemic and systematic approach to organizational improvement. This training was part of Wisconsin's response to the 2010 CFSR in 2011. The DCF in conjunction with WCWPDS adopted the American Public Human Services Association's DAPIM™ model for continuous improvement. It is not an initiative or a single event or program; it is a way to provide system support to county human/social service agencies interested in solving a concrete problem or implementing a change related to child welfare.

The seven day, team-based experience is facilitated by skilled and seasoned professionals from WCWPDS and spans four months. Organizational Effectiveness services are offered on a range of issues which are typically faced by organizations involved in public child welfare such as:

- Policy Alignment
- Performance Management
- Leadership Development
- Translating Mission, Vision, Values into Practice
- Employee Engagement

- Organizational Structure/Work Process/Job Design
- Strategic Planning
- Implementation Support
- Capacity Building
- Program Improvement

The OE process looks at areas needing to be improved and makes a conscious effort to stratify task work (structures, polices, procedures, processes and methods) with relational items (culture, values, trust, politics, communication, teamwork and collaboration). Through the development of a Desired Future State (DFS) a team defines what it wants the identified area to look and feel like when the OE process is completed. The model is then implemented by listing strengths and gaps, prioritizing gaps, defining root causes, and then developing workable remedies. Remedies are also stratified by quick-wins and mid and long term fixes (see DAPIM model).

Objectives:
Organizational Effectiveness seeks to strengthen county organizations by improving performance, performance capacity and improving outcomes for the children, youth, and families that are served by the agency. It has the ability to build capacity by taking a systematic (step by step approach) with a goal of impacting the entire system systemically (staff, client, and community). This is accomplished through teams developing the ability to reflect, process and learn tools to put into application.

Data:
In 2011, OE was piloted in four counties (stratified by small, medium, and large size). Since that time, OE projects have been completed in 32 more counties. Some of the topics that have been chosen include: reduction in OHC costs, redesign of crisis on-call, employee retention and recruitment, integration of children's long term care waiver, redesign of child welfare service delivery system, implementing and integrating trauma informed care, integrating child welfare and behavioral health, developing more comprehensive youth services, integrating child welfare and juvenile justice services, building agency morale and developing trust-based relationships.

In 2016, storyboards were created for some counties that had completed OE and placed on the WCWPDS website. The purpose of this was to share the projects that counties have worked on including DFS, Priority Gaps, Root Causes, Remedies, and Recommendations made by the OE facilitation team. See link to OE Storyboards: https://wcwpds.wisc.edu/organizational-effectiveness.htm

Figure 37: DAPIM Model

DAPIM™ Model and the Work Products

Define
Work products – baseline surveys and measures, alignment notes, initial feelings, ground rules, defined areas for improvement

Assess
Work products – findings: strengths and gaps, root causes and general remedies

Plan
Work products- quick wins, mid and long term improvement plans, communication and capacity plans

Implement
Work products – team activities, action plans, charters for working teams, communication efforts

Monitor
Work products – monitoring quick wins and other changes, evaluations and measures of progress and impact

Performance & Capacity

Alternative Response (AR) Training

Background:

Alternative Response (AR) began as a pilot initiative in Wisconsin in 2010. The pilot established a two-pathway response system for screened-in Child Protective Services cases. Historically, in all CPS cases, workers make a maltreatment determination (whether child abuse and/or neglect occurred) and a maltreater determination (abuse or by whom). This pathway is called a Traditional Response (TR). With AR, there is a second pathway involving CPS cases that are less severe in allegations and concerns and less likely to need collaboration with law enforcement or courts. This type of response allows the focus to be on the family and removes the substantiation focus (both maltreatment and maltreater).

In either pathway, child safety remains paramount and is assessed in order to make decisions of whether or not a child needs protection.

To support this new approach in CPS, WCWPDS initially contracted with trainers from North Carolina who had experience in providing training to support implementation of this program in that state. This training's focus was on principles of engagement and teaches skills to enhance workers' ability to work

with families in a non-adversarial and collaborative way. In 2016, WCWPDS updated its Engagement Foundation training, which already provided much of the same information as the North Carolina training, bringing a strong focus on the content and materials from the North Carolina AR training curriculum. As the AR program continued to expand, the need for in-time availability of this information was evident. WCWPDS worked with the DCF and developed an online orientation to AR. This online training provides specifics and clarity regarding the policy and processes of the two-pathway approach. It supports county agency staff and their partners in understanding how AR fits into CPS practice in Wisconsin and more specifically, answers the questions of what AR is, what it is not and, with the implementation of this approach, what is the same about practice and what is different.

Additional efforts focus on learning and support with the provision of webinars and a yearly conference.

Description:

Online Training
A 2-module online training provides CPS workers with a framework to understand where and how AR fits into practice and assists participants in considering how to incorporate an Alternative Response approach in their work with families. The focus is on the core concepts of program, pathway, and practice. While this orientation is intended to provide new information, it is only the beginning of a conversation as counties kick off implementing Alternative Response.

The main target audience for this training are Initial Assessment and Access workers who will be implementing Alternative Response in their county. The content is also applicable to other agency staff and community partners who work in collaboration in serving families who are on the AR pathway response.

For partners who collaborate with CPS, the training provides an overview of AR and helps support discussion about how practice and work may look when working with families on an Alternative Response pathway. In addition, counties with CPS Agencies implementing AR will host community meetings where partners come together to further look at how AR will impact their combined work. This training can help to prepare for those meetings.

Webinars
In the second half of 2016, we identified the need to develop and provide further learning opportunities to support agency level implementation. To address this need, supervisor webinars were offered every other month. These webinars provide technical assistance with the implementation of tools and engagement skills, as well as further exploration of topics and issues identified by counties in the AR program.

Annual Conference
Once a year, all counties who are currently part of the AR program, along with any new counties who will be onboarding with AR the following year, are invited to attend a one day conference.

Data:
Twenty-two counties are currently implementing AR. The DCF is in the process of conducting an evaluation of the program to make decisions about continued implementation and roll out. The evaluation will be completed by September 2019.

Because the online training is offered outside of the LMS system in order to make it readily accessible to Child Welfare (CW) community partners (schools, law enforcement, court staff, mental health providers, etc.), in addition to CW agency staff, the DCF is not able to identify how many people have completed the online training.

Critical Incident Review

Beginning in 2016, DCF has contracted with Collaborative Safety, LLC to provide training and support in implementing a new review protocol to evaluate and address systemic factors affecting child maltreatment fatalities and near fatalities based on a safety science approach. The "*Developing Champions for Change: A Scientific Approach to the Review of Critical Incidents*" Training Institute is a four-day training institute designed to provide a formal skill set to professionals in the area of organizational safety and quality assurance in child welfare.

The *Developing Champions for Change Training Institut*e is comprised of four courses:

- *Introduction to Human Factors and Systems Safety (Day 1)*
  This course provides a framework of system safety and is designed to engage participants with a comprehensive and holistic introduction to Human Factors and System Safety. Contrasting models and approaches are presented to give participants an increased command of relevant scientific literature.

- *Human Factors Debriefing (Day 2)*
  This course examines the child welfare system and those who interact within it. Participants leave with the ability to independently use Human Factors principles in their workplace. They will understand the human contribution to success and failure as well as how to build systems that promote safe decisions and actions of the people who work within them.

- *Accident Analysis (Day 3)*
  The course is designed to give participants the skillsets to independently analyze critical incidents common in the child welfare system. Participants leave with practical tools to use in their analysis, including skills specific to report writing. Participants will be able to take the results from the accident analysis and generate findings and conclusions that will strategically support systemic change.

- *Implementation and System Change (Day 4)*
  This course focuses on leveraging the skillsets provided in the first three courses for system change. Participants will learn to analyze findings for underlying systemic themes. The course then provides insight on how to develop effective recommendations and provide meaningful feedback to the organization regarding system improvements and valuable learning opportunities.

Conferences

DCF works collaboratively with the WCWPDS and the University of Wisconsin-Madison Division of Continuing Studies to

plan, deliver, and support several conferences.

- Public Child Welfare Conference
- Statewide Conference on Child Welfare and the Courts
- Youth Services Conference
- Adoption Conference

Public Child Welfare Conference
The Public Child Welfare Conference targets agency directors, managers, and supervisors and is held every other year. Themes vary for each conference in support of statewide initiatives, county needs, and state and national trends. The conference historically reaches 500 state child-welfare leaders.

Statewide Conference on Child Welfare and the Courts

The Statewide Conference on Child Welfare and the Courts targets circuit court and tribal court judges, tribal chairpersons, circuit court commissioners that hear juvenile cases, district attorneys, corporate counsels, tribal attorneys, private bar attorneys that represent parents and youth, and guardians ad litem. Participant composition is designed to bring together county, state, and tribal leaders from multidisciplinary backgrounds to assist in creating a dialogue and pragmatic approaches to their work serving youth. Presentations and workshops are subsequently aimed at solutions-based approaches for serving youth in the child welfare and juvenile justice systems. The conference provides substantive training in a multi-disciplinary setting on topics that impact child welfare, legal and judicial practice to improve safety, permanence, and well-being outcomes for Wisconsin's children and families. Conference capacity is generally 500 participants.

Youth Services Conference
The Youth Services Conference targets Independent Living Coordinators, social workers working with older youth and youth as they age out of care, Bureau of Youth Services grantees, Group Home providers, foster parents working with youth aged 12-21 and prospective foster parents. The conference addresses issues relevant to the wide range of youth served in OHC with topics focusing on supporting youth while they are in care, as well as in their transition to independence. Conference capacity has grown from 150 the first year to 300 participants the second year to 600 participants in 2019. Applications for Continuing Education and Judicial Education credits are available. Continuing Education Hours are also counted for social workers. The UW-Madison Division of Continuing Studies is an approved continuing education provider through the Association of Social Work Boards.

Adoption Services Conference
Wisconsin's Adoption Conference targets social workers from public and private agencies, adoption workers, Public Adoption Program workers, and private child placement agencies. The focus of this conference is to improve services and supports for Wisconsin adoption workers. Capacity for this event is generally 250 participants.

Foster Parent Training (Item 28)

Data or Information to Demonstrate System Functioning and Initiatives to Address

The required trainings by Level of Care certification and topics covered are listed in the following table.

Table 23: Required training by Level of Care certification

		Level 1	Level 2	Level 3	Level 4
Pre-Placement Curriculum	Foster Care Overview	**Pre-Placement:** 6 hours	**Pre-Placement:** 6 hours	**Pre-Placement:** 36 hours	**Pre-Placement:** 36 hours
	Expectations of Foster Care				
	Caring for Children in Foster Care				
	Developing and Maintaining Family Connections				
	Foster Family Self-Care				
Foundation Curriculum	Permanency	**Initial Licensing:** Not Required	**Initial Licensing:** 30 hours (to be done in first licensing period)		
	Cultural Dynamics				
	Child Abuse and Neglect				
	Effects of Maltreatment on Development				
	Attachment				
	Separation and Placement				
	Importance of Family Connections				
	Guidance and Positive Discipline				
	Access to Resources				**Plus 4 hours of Child-Specific Training**
Various curriculums	Crisis Management	**Not Required**	**Topics Not Required**	**Initial Licensing:** 24 hours	**Initial Licensing:** 24 hours
	Sexuality and Sexual Development				
	Sexual Abuse				
	Effects of Maltreatment and Trauma on Child Development				
	Building Life Skills				
	Building Birth Family Connections				
	Other Topics Required by Licensing Agency				**Plus 6 hours of Child-Specific Training**
		Ongoing: Not Required	**Ongoing:** 10 hours each year of licensure beyond the initial licensing period	**Ongoing:** 18 hours each year of licensure beyond the initial licensing period	**Ongoing:** 24 hours each year of licensure beyond the initial licensing period

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The DCF contracts with WCWPDS for the curriculum development and maintenance for the Pre-Placement training and the Foundation curriculum and for the development of various ongoing trainings. Additionally, WCWPDS conducts Train the Trainer sessions of the Foundation curriculum for foster care coordinators from county and private Child Placing Agencies. Private Child Placing Agencies generally license foster homes with a Level of Care of 3 or 4 and conduct their own training of the foster homes they license with the required curriculum. Private Child Placing Agencies receive financial support to implement training as an included item in their administrative rates for foster care placements.

In addition to the trainings conducted through WCWPDS, the DCF has other resources supporting foster parent training. Per its contract with the DCF, the Foster Care and Adoption Resource Center is required to provide up to six webinar trainings a year for foster parents. These webinar trainings have an interactive capacity to give foster parents an opportunity to ask questions and provide input during the training. County agencies also provide foster parent training supported financially by Title IV-E pass through funding. 44 counties utilized pass-through funding in CY 2018 to support additional foster parent training. County agencies can access this funding for mileage reimbursement, child care, materials costs and other allowable costs related to the provision of foster parent training. This can be used for pre-placement, if provided face-to-face, and foundation training to support attendance at the training and ongoing trainings. The DCF also provides financial support to the Wisconsin Foster and Adoptive Parent Association for a spring and a fall conference for foster and adoptive parents.

The WCWPDS subcontracts with UW-Milwaukee Child Welfare Partnership (MCWP) to oversee and deliver training to county, tribal and DMCPS-licensed foster families licensed at Levels 1 and 2. Increasingly, private child placing agencies (CPAs) licensing families at Levels 3 and 4 have the option to send families to MCWP sponsored trainings as well.

Training compliance is reviewed by the foster care licensing agency during the licensing period and at renewal. If a foster parent is not in compliance with the licensing regulations he/she may request an exception. The DCF Exceptions Panel must approve any request for an exception or waiver to Pre-Placement or Initial Licensing training at all Levels of Care Certification. The licensing agency may grant an exception or a waiver for ongoing training at any level. The table below lists the exceptions that have been granted by the DCF Exceptions Panel and licensing agencies for foster parent training since the requirement began.Exceptions are time limited and may include additional conditions.

Table 24:

WAIVER/EXCEPTION DESCRIPTION	2018	2017	2016	2015	2014	2013	2012	2011
56.13(4)(a) 2. LEVEL 2 Initial Licensing	79	54	52	21	32	21	1	0
56.13(4)(a) 3. LEVEL 2 Ongoing	22	25	15	21	7	10	4	1
56.13(4)(b) LEVEL 2 Child-Specific Pre-Placement	0	2	3	0	0	0	0	0
56.13(5)(b) 1. LEVEL 3 Pre-Placement	0	0	1	1	0	6	0	0
56.13(5)(b) 2. LEVEL 3 Initial Licensing	0	0	0	2	0	0	0	0
56.13(5)(b) 3. LEVEL 3 Ongoing	5	3	6	17	8	7	0	6
56.13(6)(b) 3. LEVEL 4 Ongoing	0	1	1	1	1	5	0	0

Pre-Placement

The pre-placement requirement for Levels 1 and 2 and 6 hours of the pre-placement training requirement for Levels 3 and 4, can be satisfied by completing the on-line course at https://wcwpds.wisc.edu/Pre-Placement.htm , through in-person sessions, or by a combination of on-line and in-person according to county preference. An in-person pre-placement series specifically adapted to relative caregivers is also offered in Milwaukee. The pre-placement transcript has also been translated in to Spanish.

- In FFY 2017 the total number of newly licensed active and inactive foster parents was 1034, of which 916 were newly licensed active foster parents.

- The total number of foster parents who completed the on-line Pre-Placement training in FFY 2018 was 903.

Data described in the charts below was taken from PDS Online. The chart below specifies the number of enrollees, the level foster home they represent and the percent completion of required foundation training modules.

Foster parents who completed the following Foundation modules

The report pulls foster parents with an initial licensure date on or after 7/1/2015 through 6/30/2016. This includes instructor-led training as well as external training.

	Did not complete any modules		Completed some modules		Completed All Modules		Total
	Number	Percent	Number	Percent	Number	Percent	Number

Level 2	70	11%	156	25%	409	64%	635
Level 3	17	26%	14	22%	34	52%	65
Level 4	0	0%	0	0%	3	100%	3

MCWP, in close collaboration with DCF, also develops and delivers "Training of Content" (TOC) sessions to prepare trainers offering the Initial Licensing/Foundation modules through county, CPA's, or tribes. TOC sessions are offered at least annually and more often after curriculum revisions.

Initial Licensing

Foster parents licensed at Level 2 and above must complete initial licensing training. Administrative Rule (DCF 56) specifies the topics that must be covered, all of which are covered by the "*Wisconsin Foundation Training for Foster Parents*" curriculum offered throughout the state by the UW-Milwaukee Child Welfare Partnership (MCWP). The Foundation curriculum has also been translated into Spanish and Spanish-speaking trainers provide the training when the need arises.

Foster Parent Training Requirements

Foster parents are required to complete ongoing training in each licensing period following the initial period. The training completed should be based on a plan created for each family that reflects its needs and the needs of children in its care. Ongoing training requirements vary by Level of Care certification and can be satisfied in a number of ways through the Wisconsin Child Welfare Professional Development System (WCWPDS and MCWP), community agencies, educational institutions, and web-based sources. Options for ongoing training include face-to-face consultation with professionals with expertise in specific identified areas, video, audio, and web-based presentations, support groups, adult education courses, books, periodicals, and web-based resources, television and radio presentations, mentor family consultations, and conferences, workshops, seminars, and webinars. Books, periodicals, web-based and broadcast materials can only be used for a maximum of 20% of the required hours.

Assessing Foster Parent Training Needs

A survey was developed in 2017 by the University of Wisconsin-Madison Survey Center with input from DCF and the training system for the purpose of identifying the training needs, strengths, and challenges faced by foster parents in Wisconsin. This information will be used for strategic planning. The survey was sent via email to 5031 licensed foster parents in Wisconsin on September 22, 2017. Responses were received from 1400 foster parents, which is a 28% response rate.

Descriptions of foster parent trainings can be found at the following link:

The responses were used to make decisions on new ongoing training curriculum development and which topics from the current offerings to provide during 2018.

Following are two charts with the name of the course, the number of enrollees and the average course rating.

The Number of Participants at the following foster parent trainings

The report pulls the number of seats taken between July 1, 2017 – June 30, 2018. This is for instructor-led trainings. External trainings are only included for Pre-Placement training.

The total # of participants that completed the online Pre-Placement: 528

Foster Parent Training	Total Participants	Average Score 1 (low) 4(High)
Foster Parent Pre-Placement: Course Introduction	537	n/a
Foster Parent Pre-Placement: Module 1 Foster Care Overview	923	3.84
Foster Parent Pre-Placement: Module 2 Expectations of Foster Parents	918	3.84
Foster Parent Pre-Placement: Module 3A Caring for Children in Foster Care Part I	909	3.70
Foster Parent Pre-Placement: Module 3B Caring for Children in Foster Care Part II	903	3.70
Foster Parent Pre-Placement: Module 4 Developing and Maintaining Family Connections	915	3.74
Foster Parent Pre-Placement: Module 5 Foster Family Self Care	914	n/a
Foster Parent Foundation Module 1: Partners in Permanency	870	3.59
Foster Parent Foundation Module 2: Cultural Dynamics in Placement	877	3.51
Foster Parent Foundation Module 3: Maintaining Family Connectedness	966	3.77
Foster Parent Foundation Module 4a: Dynamics of Abuse and Neglect Part 1	1051	3.74
Foster Parent Foundation Module 4b: Dynamics of Abuse and Neglect Part 2	1048	3.73
Foster Parent Foundation Module 5: Impact of Maltreatment on Child Development	901	3.65
Foster Parent Foundation Module 6: Attachment	884	3.76
Foster Parent Foundation Module 7: Separation and Placement	876	3.64
Foster Parent Foundation Module 8: Guidance and Positive Discipline	1077	3.69
Foster Parent Foundation Module 9: Effects of Fostering on the Family	1057	3.76
Overview of the Children's Court System for Foster Parents	231	3.5

Foster parents who completed TIP:

The report captures unduplicated foster parents for Trauma Informed Parenting trainings offered between 07/01/2017 and 06/30/2018.

Trauma Informed Parenting (T.I.P)	Total Participants	Average Score 1 (low) 4 (high)
Trauma Informed Parenting (T.I.P) Parts 1-5	95	3.65
Fostering Traumatized Kids Series	41	3.75

DCF is working with WCPDS to determine more effective ways of tracking completion of training for foster parents.

Brief Assessment of Progress Toward Outcomes for Items 26-28

The 2018 CFSR found all three of these systemic factors to be Areas Needing Improvement. Stakeholder comments related to initial and ongoing training note that the training available is robust and comprehensive but more options would be helpful particularly in rural areas of the state. This feedback will be considered as DCF refines the strategic planning process underway. DCF continues to work with PDS related to improvements in how to track initial, ongoing and foster parent training that will be rolled out in the 2020-2024 plan.

Service Array Systemic Factor (Items 29-30)

Service Array Overview

Wisconsin is a state supervised, county administered service delivery system, with the exception of Milwaukee County, which is state-administered through the DCF Division of Milwaukee Child Protective Services. The state supervised, county administered structure of service delivery offers many benefits, including the ability for local jurisdictions to develop a service array that is tailored to meet the needs of children and families served including tailoring culturally specific services and supports for non-English speaking populations, tribal populations and different races and ethnicities represented in the state.

A key goal of the service array is to keep children and youth safely in their own home, family, tribe, and community whenever possible. Services and supports are designed to engage with children, youth, and families to expand healthy connections to supports in their community and tribes and bolster resiliency in families to help them thrive. Wisconsin strengthened and reissued the Child Welfare Model for Practice in 2016 in a collaborative partnership with Tribes, counties and other stakeholders as a framework for all services provided to child welfare families with the guiding principle that services be based on trust, engagement, accountability, trauma-informed, culturally responsive, workforce support, and family-centered practices. The Wisconsin Child Welfare Model for Practice is the compass which guides the work and decision-making of the child welfare system.

Wisconsin conforms with service array standards through required state policies and practices, DCF-delivered programs and supports, DCF collaborations to meet service array needs and referral to key statewide efforts sponsored by other statewide and local service providers.

Data or Information to Address System Functioning

Case review and administrative data related to well-being outcomes can be found in the Assessment of Progress toward outcomes section. Assessment data is available related to Wisconsin's use of the Child and Adolescent Needs and Strengths (CANS) In Wisconsin, children in OHC must undergo an evaluation using the CANS tool that requires developing goals for any need identified and follow up to verify that these needs have been met through the case planning and service process. The CANS is a valuable tool to customize services for all families in OHC.

A worker must complete the CANS within 30 days of an out-of-home placement and every six months thereafter that the child is in OHC or sooner if placement changes.

The Child and Adolescent Needs and Strengths (CANS) assessment process and tool is used to:
- Identify the needs and strengths of the child.
- Determine the ability of the provider to meet the child's needs.
- Evaluate the stability of the placement.

Case review data shows that needs are assessed for children, birth parents, and foster parents in the majority of cases. As shown in the chart below, completion of the needs assessments are strongest for children and relatively weakest for fathers.

Table 28:

Comprehensive Needs Assessments Completed, 2015 Case Review Data	
Children	83%
Birth Mother	79%
Birth Father	61%
Foster Parent	89%

From January 1 – December 31, 2016, 10,662 services were provided to child welfare families as a part of 5,550 permanency plans as shown in the chart below.

Table 29: Child Welfare Services Provided

Services Provided to Child Welfare Families	Count
Case Management Services	3969
Individual Therapy	2379
Medical/Dental Services	1010
Educational Assessment/Services	794
Developmental Assessment/Services	701
Psychiatric Assessment/Services	265
Family Therapy	223
Juvenile Justice Services/Activities	192
Basic Home Management	167
Independent Living	136
Parenting Services	126
Social Supports	117
Psychological Assessment	110
AODA Assessment/Services	96
Group Therapy	76
Mentoring	76
Recreational Activities	49
Occupational/Physical Therapy (OT/PT)	46
Daycare	43
Crisis Services	31
Legal Services	13
Spiritual/Cultural Supports	12
Work Related Services	7
Respite	6
Transportation	5
Economic Support	3
Housing Assistance	3
AODA Treatment	2
Domestic Violence Services	2
Psychiatric Services	2
Psychological	1

Well-being indicators from Wisconsin case record review data include the following related to educational, physical, and mental health needs of children being assessed and met.

Table 30:

	Assessed	Provided
Educational Needs	88%	85%
Physical Needs	79%	74%
Dental Needs	65%	56%
Mental Health Needs	87%	83%

Initiatives to Address

The Ongoing Services Standards inform caseworkers, supervisors and contracted staff of requirements regarding assessment of need for services and when services should be implemented and guidance on when they may be implemented to address issues regarding a child's safety, permanence, and well-being.

Ongoing Services Standards- https://dcf.wisconsin.gov/files/cwportal/policy/pdf/ongoing-services-standards.pdf include requirements that relate to service array; specifically that the child welfare caseworker gather and document information pertaining to child and caregiver needs and strengths, develop a case plan to identify goals and corresponding services needs to support safe case closure, and routinely monitor goal achievement to ensure adequate service provision and desired change. This must be done within six months after development of the initial case plan and every six months thereafter.

The CPS Safety Intervention Standards - https://dcf.wisconsin.gov/cwportal/policy - detail policy and provide additional guidance to workers on how to assess the safety of children who are living in their familial homes or have been placed in OHC and how to provide services. They address situations where a child welfare caseworker must determine whether a child can safely remain in his or her familial home or must be removed from the home for safety reasons. They further provide guidance with respect to measures that may allow a child to remain in his or her familial home, such as developing a protective plan or in-home safety plan that identifies services that will control for or manage threats to safety. Additional guidance includes how services may be used to manage impending danger threats as part of an in-home or out-of-home safety plan.

The Foster Parent Handbook - https://dcf.wisconsin.gov/fostercare/handbook also provides critical information on training services and supports for foster parents and the children in care.

Wisconsin is home to eleven federally-recognized Tribes. Wisconsin passed the Wisconsin Indian Child Welfare Act Law (WICWA) and has developed specific guidance for how child welfare agencies must comply with WICWA as well as guidance around "active efforts" to identify tribal heritage. These documents are critical resources for counties and Tribes in assuring culturally competent service delivery to Wisconsin's tribal populations.

- WICWA Desk Aid - https://dcf.wisconsin.gov/files/publications/pdf/2536.pdf
- Active Effort guide - https://dcf.wisconsin.gov/files/publications/pdf/464.pdf

Fundamental Intervention Responsibilities of Ongoing Services

- Evaluating the existing safety plan developed during initial assessment/investigation.

- Ensuring child safety through continuous assessment, oversight, and adjustment of safety plans.

- Engaging families in the case planning process that identifies underlying needs and directs services to address threats to child safety.

- Measuring progress related to establishing parent/caregiver protective capacities and eliminating safety related issues.

- Achieving stability for all in-home child protective services cases.

- Promoting well-being of children in in-home and OHC cases.

Individualized planning and services are used to determine service needs and supports. DCF meets the service array needs of child welfare families through:

- Individualized case planning and case management and direct service provision through DCF administered programs. Please note that individualized case planning is addressed in systemic factor 30 in the following section – individualizing services;

- DCF collaborations with other state agencies to meet needs; and,

- Referral and follow up with other state agency and local programs that meet identified family needs.

The following diagram depicts the different DCF efforts, DCF partnership efforts and other agency services which make up Wisconsin's Child Welfare Services Array.

DCF Service Array

State Programs:
Comprehensive Community Services (CCS) Medicaid, Children's Long Term Support Program, Birth to 3, , Employment and Education Supports , local service agencies

DCF Partnership Programs:
Coordinated Services Teams, Community Response Care 4Kids, Child Psychiatry Hotline

DCF Programs *

Individualized assessment and case planning for children and case management for children and families

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*All Families

In-Home Safety Services

Alternative Response

Wisconsin Trauma Project (WTP)

Domestic Violence Prevention Services

Anti-Human Trafficking Services

Foster and Adoptive Resource Center

Post Adoption Resource Centers

Permanency Roundtables

Foster parent training and support

Birth to Five Services
Connection to Quality Child Care

Home Visiting

Connections Count

FAST

Older Youth Services

Brighter Future

Independent Living

Youth Justice

See Wisconsin's Plan for Improvement for full descriptions of the in-home Safety Services Program, the Birth to Five section of this plan has information on Connections Count, connections to quality child care and home visiting.

Screening into the Child Welfare System occurs through two pathways - Alternative Response and Traditional Response

Both pathways focus on assessing and providing services for families and children. The AR pathway in particular focuses on supporting in-home placement and services due to the type of cases that are eligible. Pathway assignment is dependent on the circumstances of the CPS report. Assignment to TR is appropriate if the allegations are more severe in nature and require immediate response or an investigation to ensure safety. In these instances, the information in the CPS report suggests that the assessment will likely require collaboration with law enforcement and/or juvenile or criminal court action. Assignment to AR is typically appropriate when there are less severe case circumstances or allegations. These cases are less likely to warrant collaboration with law enforcement or require court intervention.

At the end of the assessment period in both pathways, a conclusion of safe or unsafe is made (i.e., a "safety finding"), as well as a determination about recommended next steps. In an AR case, the determination is about the need for continued services (i.e., "services needed" or "services not needed"). This could result in on-going services through the local CPS agency. If these services include court involvement, it is assumed that this is done through voluntary agreements, reached due to parent engagement and partnership.

Both AR and TR use the same assessment tool; therefore, safety findings in both types of cases can yield a "safe" or "unsafe" finding. At the end of this assessment period the determinations differ based on AR and TR pathway assignment. In a TR case, a maltreatment and maltreater determinations are made (i.e., "substantiated" or "unsubstantiated"). In an AR case, a determination regarding the need for continued services is made (i.e., "services needed" or "services not needed").

Beginning in July 2010, AR has been gradually implemented. Currently 22 counties are operating an AR approach. Communication, training, and other core program components evolved over time to improve its effectiveness and efficiency.

Summary of Progress Toward Outcomes for Items 29 and 30

Items 29 and 30 were found to be an ANI during the 2018 CFSR. DCF has worked to gather feedback over the last several years to determine what is working well and gaps in the service array. Counties and other stakeholders noted that home Safety Services program, home visiting and the trauma project as being helpful initiatives that are meeting the needs of families. It has also been identified both through CFSR and other stakeholder interviews that access to mental health services, dental care, alcohol and drug treatment and other supports for families is a challenge. In addition, stakeholders identify the need for more preventive services so that fewer children under up in the child welfare system either through in-home or

out-of-home care services. DCF has developed a five year plan for improvement articulated in the next section with a goal to better understand what prevention resources are available as well as resources for secondary and tertiary prevention. Efforts to implement a vision for changing the child welfare system through the tool of the Family First Prevention and Services Act are also articulated in Wisconsin's Plan For Improvement.

Agency Responsiveness (Items 31-32)

The 2018 CFSR found concluded that Items 31 and 32 were a strength. This is due to extensive collaboration that is a hallmark of DCF policy making and program development. Data or information that demonstrates performance and initiatives that address Item 31 are described in detail in the Collaboration section of this plan that starts on paged 11.

Coordination of CFSP Services with Other Programs (Item 32)

Data or Information to Demonstrate Performance and Initiatives To Address

In addition to child welfare, the DCF administers the following key federal programs that serve children and families: child care, TANF, known as Wisconsin Works (W-2) and child support. Co-location of these programs in the department promotes collaboration and alignment. In addition, DCF works closely with other state programs to ensure access to key benefits such as Medicaid. To support collaborative efforts, DCF has spearheaded and launched data exchanges to improve information available about, and services provided to families in the child welfare system and other state systems. The individualized planning for child welfare families and the use of the CANS for children in OHC (described in Item 29) are the primary way that families are identified as being eligible for, and connected to appropriate programs and services.

The Wisconsin Shares Child Care Subsidy Program provides subsidies to low-income working parents for child care services. The Wisconsin Shares program is connected to the YoungStar Quality Rating and Improvement system. Parents receive higher rates of reimbursement for higher quality programs as determined through a star level system using research-based criteria to determine the level of quality of a child care program. To further support the use of high quality programs, the DCF has established a policy that requires foster parents use child care rated as three star or higher scale - on a scale of 1-5 with 3-5 stars being established as high quality – unless there are extenuating circumstances such as lack of availability or emergency child care needs that make this not possible.

Access to Work Support Benefits

The Wisconsin Works (W-2) Temporary Assistance to Needy Families (TANF) program provides support to working families. Information on programs that a family may be eligible for are provided to families that are receiving in-home services. In addition, when a child is temporarily absent from the home through an OHC placement, Wisconsin has established the policy that a family can secure a W-2 benefit for up to 6 months under the Temporary Absence Policy. For both in-home and OHC cases, the DCF works with agencies administering services to ensure information is provided to families that are eligible.

Access to Medicaid

DCF works closely with which DHS to assure access to physical, behavior, and dental health care for children and families in the child welfare system through Medicaid including the Care4Kids program. Health care needs are identified through the CANS for OHC children and through initial planning with families where services are provided in the home. As part of these efforts, DCF and DHS recently collaborated to link the eWiSACWIS and Wisconsin Medicaid enrollment system to provide immediate enrollment in Medicaid when a child enters OHC. This policy is described in the following memo: https://dcf.wisconsin.gov/files/cwportal/policy/pdf/memos/2015-21i.pdf.

Access to the Supplemental Nutrition Assistance Program (SNAP) and Women Infants and Children (WIC) Nutrition Program

As part of a family's individualized case plan, it is determined if the family is eligible for SNAP or the WIC program, both of which are administered at the state level by the Department of Human Services (DHS).

Access to Birth to 3

As required by federal law, all children substantiated for child maltreatment who are age birth to 3 are referred to Wisconsin's Program for the Individuals with Disabilities Education Act (IDEA), Part C which is called the Birth to 3 Program in Wisconsin. Local counties and Tribes work with their local county-based Birth to 3 system to assure that children who are eligible for Birth 3 have access to programs and services to meet their needs.

Improving Access to Education

The DCF has been working with the Department of Public Instruction (DPI) to implement key elements of the Every Student Succeeds Act (ESSA). Joint guidance was issued by DCF and DPI leadership to promote best practices around school stability including core factors that should be considered, such as student and parent preferences, student safety and educational needs in addition to supplemental considerations such as how many schools the student has attended, meaningful relationships with staff and peers at a school, travel time to a school and what schools a child's sibling attends.

Access to Employment Services and Supports

The DCF also works regularly with the Department of Workforce Development (DWD), the state's administrative home for workforce initiatives and workforce development boards on efforts related to youth employment initiatives. DCF collaborates with DWD through serving on inter-departmental workgroups focused on promoting employment. The DCF also redesigned the Independent Living Program to better connect youth in the Independent Living Program to regional employment services. As a result, three of the state's current regional contracts for Independent Living are coordinated by regional Workforce Development Boards that are strengthening connections to critical employment and skill building opportunities for youth and young adults.

As noted in Item 31 the DCF continues to work with DWD to identify and connect youth aging out of care, and at-risk youth to expanded opportunities through the Wisconsin Youth Opportunities Act (WIOA).

Technological Connections to Promote Service Access

In addition to the education portal described earlier in this section, the DCF has also spearheaded several data exchanges to improve information about child welfare families in other state systems and to improve services and coordination with other state systems. The DCF has established data sharing agreements with the Department of Health Services (DHS) to share data on immunizations and Medicaid certification and a joint data warehouse.

A significant investment of DCF technological resources allowed the DCF to bring together data previously housed in "separate silos" in a DCF enterprise data warehouse called "LIFT," which stands for Longitudinal Information of Family Touchpoints.

Funding for this effort came from the Wisconsin Race to The Top Early Learning Challenge (RTTT-ELC), a federal grant that ended in December 2016. One of the major RTTT-ELC projects was to create an Early Childhood Integrated Data System, or ECIDS, to connect data from three participating state agencies. In order for DCF to participate in the ECIDS, it was critical to integrate DCF data.

LIFT is working on a number of program views, a Distinct Count Dashboard, and the capability for overview reports. The Distinct Count Dashboard will allow viewers to look at participation information by one or more combinations of programs. For example, a researcher could look at how many children under the age of five are participating in two or more DCF programs. The programs included in LIFT are: child welfare Initial Assessment, child welfare OHC, Wisconsin's TANF program - Wisconsin Works (W2), and Wisconsin's CCDBG child care program: Wisconsin Shares. Having access to de-identified information about children receiving services from multiple DCF program areas allows DCF program managers to make data-driven policy decisions.

Brief Assessment of Progress Toward Outcomes

DCF's strong partnerships have been noted by stakeholders as contributing to an inclusive and collaborative child welfare infrastructure that listens and incorporates the feedback of multiple stakeholders through multiple avenues. DCF's strong partnerships with other state agencies facilitates coordination around key access to benefits and services for families in the child welfare system.

Foster and Adoptive Recruitment Systemic Factor (Items 33-36)

Standards Applied Equally (Item 33)

Data or Information to Demonstrate Performance and Initiatives to Address

Under Wisconsin statutes, the DCF is responsible for the development of administrative rules related to licensure of OHC placements for children. The Department currently licenses child placing agencies (DCF 54), group foster homes (DCF 57), shelter care (DCF 59) and residential care centers (DCF 52). These agencies are

monitored at a minimum of twice a year for compliance with licensing rules. Licensing staff also investigate all complaints against rule violations and take appropriate action as necessary. Additional visits are conducted based on complaints/other concerns, or technical assistance.

Foster homes are licensed and monitored by a county, tribe, or private child placing agency according to DCF 56 (foster homes). Individuals must pass background checks, physical plant checks of the home, and complete an assessment process with the licensing agency in order to become a licensed foster home. DCF OHC staff are responsible for training licensing staff across the state, providing technical assistance, and reviewing licensing situations as requested.

The standards for the administrative code for all of the above licenses were developed using national standards, the Child Welfare League of America standards, federal laws, State Law, Chapter 48, stakeholder feedback, and legislative input.

The administrative codes are minimum standards that each licensed facility must follow. The state always encourages providers to operate above the minimum standards.

OHC facilities may only be licensed under rules promulgated by the DCF. Complete foster home licensing requirements are listed in Wisconsin Administrative Code Chapter DCF 56. Foster home licensing standards apply equally to all potential foster homes, regardless of the provider's relationship to the child. Foster home licenses are issued as regular licenses with an expiration date of no later than two years from date of issuance. Probationary licenses are not issued.

Exceptions may be made to requirements in Ch. DCF 56 as long as there is a plan in place to meet the intent of the requirement or a plan to come into compliance with the code is made with the foster home. An agency may impose conditions to be met within a specified period of time by the licensee as an alternative to compliance with the requirement for which an exception has been granted. No agency, including the Department of Children and Families, can grant an exception to a requirement in the rule that is also a statutory requirement (e.g. building code regulations). All exceptions, whether granted by the licensing agency or the Department of Children and Families, need to be documented on the license of the foster home. The exception shall remain in effect only as long as the conditions under which the exception was granted remain, but no longer than 2 years from the date on which the exception was granted. Similar to exceptions, the DCF has incorporated non-safety related Waivers into Ch. DCF 56 for relatives who seek licensure.

With regard to foster care, a county, tribe, private child placing agency or the DCF Exceptions Panel may grant exceptions or waivers to certain aspects of the licensing rules if the exception is not contrary to the health, safety, and welfare of a child. The DCF has issued an annotated version of the licensing rule that describes situations in which an exception or waiver may be appropriate. This results in uniform application of the licensing standards.

Under Wisconsin statutes Chapter DCF 56.10, Administrative Code, a foster parent may appeal any decision of a licensing agency to the State Division of Hearings and Appeals (a state agency external to the Department of Children and Families). This appeal process provides added accountability to assure that a licensing agency is appropriately applying licensing standards.

Once the base licensing standards are applied to all applicants for foster care, all foster parents are designated a Level of Care Certification 1-5 during the foster care licensing process based on meeting the following:

- Qualifications
- Training
- Foster parent references
- Foster parent experience

Each of the five Level of Care Certifications has a specified number of training hours, personal references, knowledge, and experience requirements. Foster parents must comply with the training requirements in accordance with their Level of Care certification. Training requirements fall into three categories: pre-placement, initial licensing, and ongoing. The training requirements are explained in depth in Item 28 of this document. The five Levels of Care are:

Table 35:

Level of Care	Description
Level 1: Child-Specific Foster home	Pre-existing relationship with child relative and non-relative; minimal training required.
Level 2: Basic Foster Home	Requires additional training and positive references. General foster care.
Level 3: Moderate Treatment Foster Home	Provides treatment service levels for children with more significant needs. Must meet additional training and experience requirements.
Level 4: Specialized Treatment Foster Home	Provides treatment service levels for children with more significant needs. Must meet additional training and experience requirements.
Level 5: Exceptional Treatment Foster Home	Provides skilled staffing in addition to foster parents for children with significant needs (i.e. medically fragile or those who will continue into long-term adult services).

The Level of Care certification does not necessarily need to match the Level of Need of a child placed in the home. The Child and Adolescent Needs and Strengths (CANS) tool will help determine the type of service provision needed to support a placement at a lower assessed level for a child.

The Child and Adolescent Needs and Strengths (CANS) tool is a multi-purpose instrument developed to support decision making, facilitate quality improvement initiatives, and to allow for the monitoring of outcomes of services. The CANS tool assesses a child's needs and strengths in different areas such as:

school, trauma, mental health needs, and risk behaviors. The CANS conveys the needs and strengths of the child and the family and is used across case practice to inform the child's and family's case. The information gathered in the CANS is used to:

- Communicate information about the needs and strengths of the child and family;
- Assist with determining the child's service needs and developing the child's case plan;
- Determine a Level of Need for the child;
- Inform decisions regarding a placement at a Level of Care appropriate to meet the child's Level of Need;
- Evaluate the match between the knowledge, skills, and abilities of an OHC provider and the needs and strengths of the child;
- Assist in the development of services and supports needed for a specific child and OHC provider to promote the stability of the placement;
- Provide a mental health screen to all children entering OHC; and
- Determine any supplemental payments, if a child is in foster care.

To ensure that all licensors receive adequate training and support on licensing requirements, the DCF holds quarterly trainings on Ch. DCF 56, the administrative rule for foster homes. Attendance at the training is mandated for licensors in the State of Wisconsin. All training participants are provided a copy of Ch. DCF 56, as well as all the resources and forms required to license a home. The two-day training covers all aspects of rule, policy, and guidance, which ensures consistent application across counties and private child placing agencies.

Since October 1, 2016, the DCF requires the use of the Structured Analysis Family Evaluation (SAFE) home study as the standard assessment tool for all foster care licenses and adoption approvals. Use of the SAFE home study assessment requires that anyone who will be administering, approving, and supervising the SAFE home study attend mandatory training. The required SAFE trainings include: two-day Initial SAFE Training and SAFE Supervisors Training. Additionally, supervisors and caseworkers may attend an optional SAFE Booster Training. The DCF has supported all costs of this training for all foster care and adoption staff statewide and continues to do so as funds are available. Trainings are held quarterly to support the need.

In order to monitor processes and practice of licensing agencies throughout the state, the DCF holds regular meetings for Foster Care Coordinators to receive updates, clarifications, and technical assistance from state policy staff. Monthly teleconferences are held to keep workers up-to-date on policies or guidance that impact the licensing process. Coordinators are also given time to seek assistance on licensing scenarios or barriers that they are facing. Regional and statewide meetings take place so that Coordinators can have face-to-face learning opportunities that provide a consistent message on rules, policies, and guidance. The DCF also has a number of reports that monitor compliance with licensing. These reports are used by DCF and can be used at the local level by agency staff:

- PM04A100 - Level of Care Monitoring: provides information to better manage the timely provision of conversions of court-ordered Kinship Care (COKC) providers to licensed foster parents.
- PM04A103 - Licensing Timeliness Report: provides information related to licensing decisions and the timeliness of those decisions. Contains information regarding all decisions for initial and renewal license applications that are due within the reporting period. The report also contains information regarding licenses that are revoked, closed, or expired within the reporting period.
  - In calendar year 2018 there were 2,884 licensing decisions made.
    - 63% of the 2,659 licensing decisions were made timely.
      - 7 licensing decisions were over 30 days overdue, all other overdue licensing decisions were completed within 30 days of the date they were due.
    - Of the 2,884 license applications, 2,714 licenses were issued, 37 denied, 133 application withdrawn, and 16 revoked..
- ADHOC501 Federal Waiver – Non-Safety Licensing Standards: provides a list of the number of exceptions or waivers granted by Ch. DCF 56 code citations for the reporting period.
  - In calendar year 2018 there were 1896 exceptions or waivers granted for foster care licensure.
    - Of those granted exceptions the most common exception, granted 1258 times is to Ch. DCF 56.09(2)(b) Supervision of children which allows both foster parents to work outside of the foster home.

Requirements for Criminal Background Checks (Item 34)

Data or Information Demonstrating Performance and Initiatives to Address

Wisconsin complies with federal requirements for criminal background clearances that relate to licensing or approving foster and adoptive placements. Licensing agencies must conduct background checks before licensing foster and adoptive parents. The background checks have different expiration dates. The background checks must be done on foster parents, any residents of the home who are 12 or older and are non-client residents, and any employees who will have regular, direct contact with a foster child. For a child under 18 years old, the licensing agency is not required to obtain further information if the child's background information disclosure does not indicate an offense that would be a bar. Comparable convictions from other states or U.S. jurisdictions are treated the same as if they were in Wisconsin.

The foster home licensing agencies conduct background checks at initial and re-licensure. There are six required types of background checks:
- Adam Walsh (FBI)
- Adam Walsh Child Protective Services (CPS)
- Wisconsin Department of Justice (DOJ)
- Caregiver or Integrated Background Information System (IBIS) Check
- Reverse Address Sex Offender registry check

- Local Law Enforcement Checks

Following is a resource developed for foster care coordinators regarding each type of background check:

Figure:

Background Checks Module 4: Licensing Process

Foster Care Coordinators Pre-Service

Type of Check	Timeframe	What is checked?	How do you do it?	Expiration	Resources
Adam Walsh: **FBI** **(Federal Bureau of Investigation)**	Initial Licensure: Required for prospective foster and adoptive parents who are caring for children from the public child welfare system. It does not apply to adoptive families seeking domestic or international adoptions unless the child qualifies for Adoption Assistance.	Check of the Federal Bureau of Investigation (FBI) records; not all arrests or convictions are reported to the FBI.	• Agency must have an account with the WI Dept. of Justice (DOJ). • DOJ will provide fingerprint cards once agency has an approved policy on record with DOJ regarding consent and records management. Or the agency may have the applicant complete an electronic capture of their fingerprints for submission. • Agency must obtain a signed consent, previously approved by DOJ, from each applicant and submit with the completed fingerprint card. • Results will be sent through the agencies on-line account. • Results must be scanned into eWiSACWIS.	This check is valid as long as the foster or adoptive parent is continually licensed. If there is a break in licensure, the applicant must be re-fingerprinted and the checks completed before a license can be renewed.	DCF Memo Series 2007-16: Adam Walsh Requirements State Child Abuse and Neglect Registry Info Memo 2008-03i: Adam Walsh Child Protection and Safety Act Questions and Answers
Adam Walsh: **Child Protective Services (CPS) Checks**	Initial Licensure: Required for prospective foster and adoptive parents.	Check of Child Protective Service records in each county or state the person has lived in for the last 5 years.	• Agency requests records from each county/state the applicant has lived in for the last five years. • It is not enough to just check eWiSACWIS records, as those records only go back to when each county agency or DMCPS (Division of Milwaukee Child Protective Services) began using eWiSACWIS - typically only back through 2001. • DMCPS and county agencies are required to comply with requests for CPS records for the purposes of foster care licensing. To complete checks outside of WI there is a resource created with each state's process – the State Child Abuse and Neglect Registry. • Results must be scanned into eWiSACWIS	4 years, although many licensing agencies complete this at each re-licensing period.	

Figure:

Type of Check	Timeframe	What is checked?	How do you do it?	Expiration	Resources
WI Dept. of Justice (DOJ) and Caregiver	Initial Licensure: Required for prospective foster and adoptive parents.	Check of arrests and convictions submitted to WI DOJ, not all local arrests and convictions are submitted to DOJ. This is a name-based check.	• Applicant completes the Background Information Disclosure form or BID. • The agency completes the Single or Multiple Name based check form for each applicant. • Agency submits request to DOJ. • DOJ results will be sent through the agencies online account. • Results must be scanned into eWiSACWIS.	4 years, although many licensing agencies complete this at each re-licensing period.	Forms: Background Information Disclosure form DCF-F-2978 WI Criminal History Single Name Record Request form DJ-LE-250 WI Criminal History Single Name Record Request form DJ-LE-250A
IBIS or Caregiver	Initial Licensure: Required for prospective foster and adoptive parents.	Check of entity records for persons who have been denied, revoked, or otherwise prohibited from working with children or vulnerable populations. *Note:* this does not check child abuse and neglect records in WI.	• Applicant completes the Background Information Disclosure form or BID. • The agency completes the Single or Multiple Name based check form for each applicant. • Agency submits request to DOJ. • DOJ will automatically send the request to review the Children's Licensing Denial System. • The agency will receive notification from the Department of Health Services whether or not the name submitted is included in the system. This is known as the IBIS letter. • Results must be scanned into eWiSACWIS.	4 years, although many licensing agencies complete this at each re-licensing period.	Forms: Background Information Disclosure form DCF-F-2978 WI Criminal History Single Name Record Request form DJ-LE-250 WI Criminal History Single Name Record Request form DJ-LE-250A

Figure:

Type of Check	Timeframe	What is checked?	How do you do it?	Expiration	Resources
Reverse Address Sex Offender Registry Check	Initial Licensure and Relicensure: Required for prospective foster and adoptive parents.	The database checks nationwide sex offenders. This check indicates where registered sex offenders have reported to authorities they are living. This is an address check, not a name-based check. Sometimes people are not forthright about who lives in their home.	• The Sexual Offender Registry Check shall be done on the Wisconsin DOC website: http://offender.doc.state.wi.us/public/ • Agencies shall use the "Geographical Search" function and check all address within a 1 mile radius. Agencies shall use the "List" view when checking the results and ensure that no address on the list matches the provider's address. • Agencies shall print and save the entire list in the provider file, and scan the entire list into eWiSACWIS.	2 years or the end of the licensing period, whichever occurs first. Must be completed at each licensing renewal.	DSP Numbered Memo Series 2015-01: Reverse Sex Offender Checks
Local Law Enforcement Checks	Initial Licensure: Required for prospective foster and adoptive parents.	Due to the fact that not all local contact with law enforcement is reported to DOJ, agencies must run local checks to determine the complete understanding of the background. This is done through CCAP (Consolidated Court Automation Programs) and checks with local law enforcement agencies where the applicant has lived for at least the last five years.	• CCAP checks are run through this website: http://wcca.wicourts.gov/index.xsl, which contains most records handled through Wisconsin Circuit Courts. • Local law enforcement agency checks are completed by contacting each law enforcement agency in the city where the person has lived. Some law enforcement agencies have specific processes for requesting such information.	4 years, although many licensing agencies complete this at each re-licensing period.	

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Section 48.685, Wis. Stats., Ch. DCF 56.055 and Ch. DCF 12 Administrative Code set forth criminal history and child abuse record search requirements, including barred crimes and other offenses that prohibit licensing a person as a foster parent, allowing a person to live in a foster home, or employing a person as a caregiver. Some offenses are a permanent bar, some are a bar for 5 years with rehabilitation approval, and some are a bar unless the person obtains rehabilitation approval. The procedures for obtaining rehabilitation approval are in Ch. DCF 12 Administrative Code.

In order to receive a rehabilitation review, the applicant must submit a Rehabilitation Review Application Packet. The DCF will appoint a rehabilitation review panel once the application and all requested documents are received. The application will be denied if all requested documents are not provided within 90 days. The panel may also request information from other agencies or people who are familiar with the applicant.

A rehabilitation review meeting will be scheduled after the panel receives all requested information. The applicant will receive notice of the date, time, and location of the meeting by mail. The applicant is not required to appear at the rehabilitation review meeting, but it is recommended that the applicant attends. At this meeting, the applicant will have the opportunity to answer questions from the panel. The applicant must provide evidence to convince the panel that the applicant has been rehabilitated.

The panel will make a decision whether the applicant is present at the meeting or not. If the panel decides it does not have enough information to make a decision, it may defer a final decision for up to six months. The applicant will receive the panel's decision in the mail. The panel's decision may be a rehabilitation approval, denial, or deferral.

In addition to the crimes and offenses listed in the statute, s. 48.685 (5m), Stats., provides that the licensing agency must review the circumstances of convictions of any offense that is not barred by the statute to determine if the crime is substantially related to the care of a foster child. Section DCF 12.06 provides factors for the licensing agency to consider in determining whether a crime is substantially related. Rehabilitation approval is not available for crimes that are substantially related.

A licensing agency must make a reasonable effort to contact to obtain further information if any of the following apply:

- The statute specifically requires a determination on whether the circumstances of certain convictions are substantially related to the care of a foster child. If a person was convicted of any of the following crimes less than 5 years before the background check, the licensing agency must obtain a copy of the criminal complaint and judgement of conviction and make the substantially-related determination:

940.19(1)	Misdemeanor battery
940.195	Battery to an unborn child
940.20	Battery, special circumstances
941.30	Reckless endangerment
942.08	Invasion of privacy
947.01(1)	Disorderly conduct
947.013	Harassment

- If the DOJ criminal history indicates a charge of a crime that would be a bar, but does not clearly indicate whether there was a conviction, the person was found not guilty, or the charge was dropped or dismissed, the licensing agency must make reasonable efforts to determine the final disposition of the charge.

- If the person's background information disclosure indicates a charge or conviction of a barred crime but the DOJ criminal history does not include the charge or conviction, the licensing agency must make every reasonable effort to contact the clerk of courts to obtain a copy of the complaint and the final disposition.

- A military discharge was other than "honorable."

All background checks must be scanned into the eWiSACWIS system and all results of the background checks must be documented in the home study report the agency completes. Any conviction or finding must be mitigated in the home study if the person is licensed.

Wisconsin contracts for Title IV-E determination services which reviews all placements and associated necessary licensing requirements, including background checks, for foster care and treatment foster care. This third-party check allows for ongoing quality assurance of licensing determinations as related to background checks. In addition, eWiSACWIS functionality was enhanced to include electronic records of background check results. The contractor uses the PM04A102 FH CBC Report to check compliance with each licensee and each background check. DSP staff meet monthly with the contractor to review any compliance issues. If a problems is noted, the contractor works with the foster care licensing agency to obtain the necessary information. In the rare circumstances that issues arise that are not resolved with the local agency and the contractor, DSP OHC staff will engage in corrective action planning with the agency to ensure they comply with the background check rules and regulations. Additionally, DSP runs a monthly check of all OHC providers with the Sex Offender Registry in Wisconsin and if there are any matches found, DSP OHC staff work with the local agency to identify a resolution.

Item 20 describes DCF's process for a written case plan.

Diligent Recruitment Plan - Strategies to Reach all Parts of the Community (item 35)

Data to Demonstrate Performance
Recent over time data show that Wisconsin has been successful in increasing the number of licensed foster parents in each year from 5,232 in 2014 to 7,303 in 2017, as shown in the graph below. In addition, Wisconsin has strengthened the racial and ethnic diversity of our licensed foster parents over this period by increasing the number of African-American and Hispanic licensed foster parents.

Number of Licensed Foster Parents Statewide

	African American/Black	Caucasian/White	Asian	American Indian	Native Hawaiian	Unable to Determine	Not documented	Total
2014	691	4364	25	103	8	40	1	5232
2015	748	4829	29	122	7	35	3	5773
2016	844	5439	39	123	9	55	2	6511
2017	875	6195	36	123	12	61	1	7303
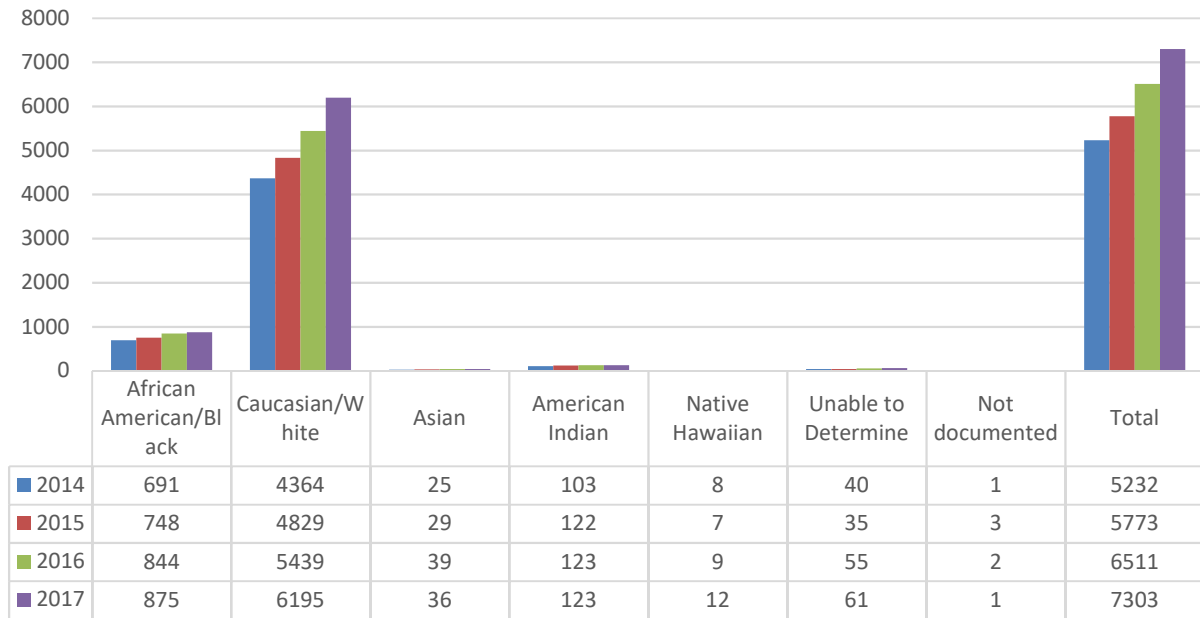
Foster Parents with Hispanic Ethnicity

	2014	2015	2016	2017
Milwaukee	56	61	79	73
BOS	90	84	103	123
Statewide	146	145	182	196
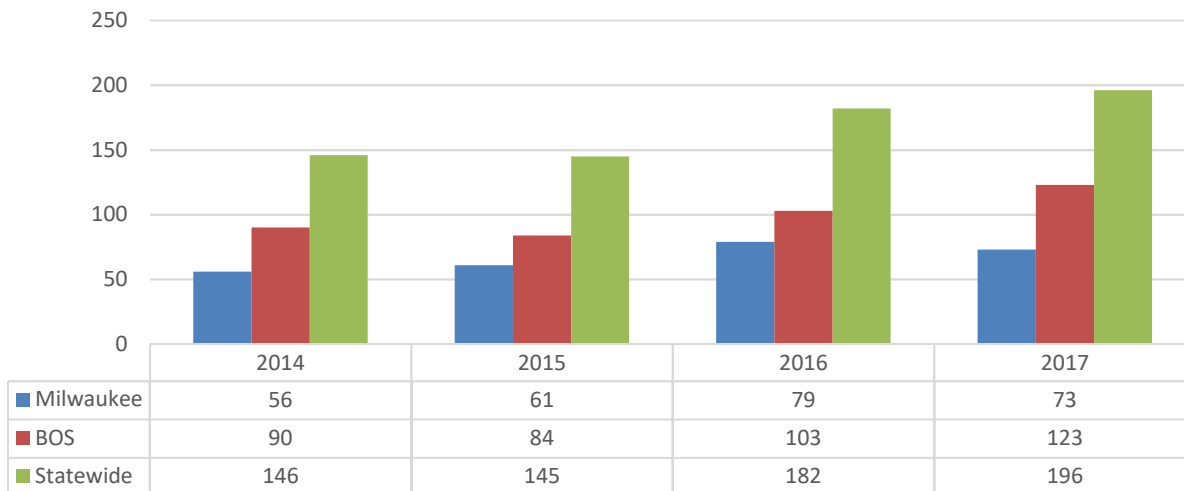
Initiatives to Address

Wisconsin has a process for and is committed to recruiting foster and adoptive parents that reflect the racial, ethnic, and cultural diversity of the children in OHC. Local child welfare agencies, including the state's Division of Milwaukee Child Protective Services and the public adoption programs, counties, and private child placing agencies are responsible for recruiting families for the children living in OHC. The Division continues to increase resources to all licensing and placing agencies to support their efforts to recruit foster and adoptive parents who reflect the children in our care.

State staff called Permanency Consultants work with counties to identify children needing child-specific recruitment efforts so that these children can move to permanence in a more timely fashion. To help facilitate the timely movement of children

to permanence, the Division required all adoption agencies working with the public child welfare system and counties, tribes, and private agencies to use the Structure Analysis Family Evaluation (SAFE) foster and adoption family assessment format so that the completion of an adoptive home study is not a barrier to a timely adoption. DSP supports SAFE trainings each year for new licensors and their supervisors.

Recruitment and Retention

Wisconsin Statewide Recruitment Goals
In collaboration with counties and tribes, DSP works with public, private, and tribal agencies to develop a pool of families to meet the diverse needs of children in OHC (OHC). Specific strategies that are used include the following:

- Sustain a consistent, statewide recruitment campaign with materials that can be used by local agencies to build on the recognition gained from the statewide activities. During 2012, billboards were released to support the recruitment of foster homes for Indian children through collaboration with Wisconsin tribes. In collaboration with the tribes in 2017-18, DCF developed a new and more expansive tribal campaign, which was launched in May 2018 at the same time a refreshed general foster parent recruitment campaign began.

- Continue to improve use of recruitment and retention data to enable agencies to make program improvement decisions based upon current and accurate data concerning family recruitment and retention. DCF is implementing a Geographic Placement Resource System (GPRS) to target recruitment and better identify areas in need and where foster children are removed. Being able to visualize on a map where foster children come from and where they are placed will improve the identification of areas in need of recruitment efforts by local agencies. The GPRS will display the race, ethnicity, relationship status, level of care certification, and provider characteristics. There were delays in the implementation of the targeted recruitment in GPRS due to state level changes to the geographic information system used by GPRS at DCF. GPRS became available to agencies in 2013. In 2015, licensing agencies were required to enter more specific provider characteristics into eWiSACWIS to improve the information available to improve the match between the child and potential foster homes.

- Promote State Permanency Consultant (SPC) work with counties, tribes, and private agencies to facilitate timely, quality permanence for children. The SPC are available to provide child specific recruitment efforts which include Family Finding and Engagement, Permanency Roundtables, photolisting, creating recruitment videos, etc. Since 2015 the SPCs have been available to public child welfare agencies to request Family Finding and Engagement for children needing a permanent resource and they provide consultation and coaching to workers and supervisors trained in Family Finding and Engagement.

- Collaborate with counties, tribes, and private agencies to develop policies and procedures to increase the identification of relatives as placement resources. In 2016 DCF released a desk guide to assist caseworkers in Family Finding and Engagement efforts which includes having the legal authority to contact relatives in Wisconsin and tips to involve relatives in case planning.

- Provide support and training to counties, tribes, and private agencies to improve community and cultural responsiveness to recruitment and retention activities, including access to services.

- Implement a dual licensing process (SAFE) to help facilitate quality and timely permanence by having studied and approved foster/adopt families as resources for children in need of permanence. Legislation was passed in 2016 Act 378 that requires a standardized home study for all foster and adoptive parents in Wisconsin.

The Foster Care and Adoption Resource Center (FCARC) produces a variety of recruitment resources for agencies to use at the local level. Resource Center brochures and information are also being used by local agencies to connect with families. In addition, the Resource Center has supported the recruitment and retention of foster and adoptive families through the annual foster care coordinators' conference. In 2016, the focus of the conference was Emotional Regulation for Secondary Trauma and targeted recruitment of foster homes. The Division is committed to assisting local agencies with targeted and

child-specific recruitment. Beginning in 2010 and continuing through the present, the FCARC created new resources for relative caregivers, especially those who become licensed families. FCARC created a resource guide to assist workers working with relative caregivers and DCF approved the guide for issuance in 2013. In 2014, a training was conducted on the relative caregiver guide and in 2018 the guide was incorporated into the caseworker on-line Placement training.

In 2017, to assist foster home licensing agencies in recruiting qualified foster parents, the DCF implemented a recruitment plan that went into effect on July 1, 2017 and will continue until June 30th, 2018. DCF, in partnership with FCARC, hosted a series of recruitment activities, which sought to increase the capacity within child welfare agencies to recruit. These activities were open to all foster home licensing agencies throughout the state, including county agencies, private child placing agencies, and tribal agencies. A total of 43 agencies voluntarily participated in the activities with the Coalition. Agencies that chose to participate were expected to:
- Conduct an assessment of needs specific to their agency.
- Create a recruitment plan with assistance from FCARC.
- Learn how to use their current licensed foster homes as a recruitment resource.

For all participating agencies, the DCF produced a data summary specific to each agency. For example, county child welfare agencies were provided a breakdown of the demographics for the children currently in care within their county, as well as demographics on the agency's current licensed foster parents. The data was provided as a tool to allow agencies to see how well their foster families were currently meeting the needs of the children in their care and whether there were gaps that needed to be targeted in recruitment efforts.

In addition to the recruitment activities, FCARC trained and coached licensed foster parents to recruit foster homes within the participating communities. Each participating agency identified at least one Foster Parent Champion to be an active member of their recruitment efforts. Foster Parent Champions were gathered for a day-long conference to learn about recruitment strategies and how they could be an asset to their agency's recruitment goals. To acknowledge foster parents for their efforts, the DCF provided licensing agencies reimbursement funds for costs incurred by their licensed foster parents who participate in recruitment activities for their time, travel, child care, and mileage. The DCF will continue to reimburse these costs until at least the end of FY 2020. Agencies submit requests for the reimbursement and the DCF provides the funds to the agency. Once awarded, the agency provides a stipend to reimburse their licensed foster parents.

The DCF is continuing to support child welfare agencies in their recruitment of new licensed foster homes by providing licensed foster parents with an acknowledgement gift card with a value of $100 for successfully recruiting new licensed foster parents. This is open to any foster parent licensed by a public, private, or tribal licensing agency. Foster parents are the greatest recruiter of new foster parents. Foster parents who successfully recruit new foster parents throughout the state will receive a gift card with a $100 value from the Department until at least the end of FY 2020.
The Recruitment Activities are explained in [Memo Series 2017-09i](#).

In addition to the recruitment activities being offered to all counties and private child placing agencies, the DCF has provided additional targeted recruitment assistance to tribal agencies. The tribal recruitment work group provides technical assistance to the tribes and helps to identify barriers and gaps in the licensing process. Tribes were provided in-depth assistance in the identification of child needs within the population they serve and support in developing strategies for reaching families that will best meet those needs. The group has also worked closely with the DCF and FCARC to develop materials for recruitment purposes, such as lawn signs, brochures, and billboards, and continued work is being done to develop trainings and tribal resources for families. Furthermore, the DCF and FCARC are worked alongside tribal

stakeholders to create a video detailing the need for licensed foster parents and preserving culture within the tribal communities of Wisconsin. The launch of the recruitment campaign took place in the spring of 2018. Additionally, 5 tribes created specific recruitment plans and increased their foster home licensed or certified capacity by 100% in 2018.

	Number of Homes (Prior to Initiative)	Number of New Inquiries (Since Initiative Began)	Likely Newly Licensed*	Total of Current Likely Licensed*	Conversion Success (Inquiry to Likely Licensed)	Total Percent Increase
Oneida	11	14	11	22	79%	100%
Sokaogon	1	9	2	3	22%	200%
Red Cliff	22	19	11	33	58%	50%
Lac Courte Oreilles	1	2	7	8	NA**	700%
Menominee (County Licensed)	6	17	10	16	59%	167%
Overall	41	53	41	82	77%	100%

Staff at the Resource Center continue to operate a 1-800 toll-free recruitment line and have enhanced their web site to accept electronic inquiries regarding foster care and adoption. FCARC will continue to meet with local county and tribal agencies to gather information and ideas about how to expand services to meet the needs of local agencies throughout 2017 and beyond.

The Department continues to maintain and refresh a recruitment campaign to garner interest, counter negative images of foster care, and redefine what it means to be a foster parent in Wisconsin. This public awareness campaign was refreshed in 2018 in celebration of National Foster Care Month and continues throughout the year. Interest in foster care has risen as a result of the media campaign.

DCF also supports the Wisconsin Foster and Adoptive Parent Association through funding and technical support for a statewide newsletter created by foster parents, the Foster and Adoptive Support and Preservation Program, and the biannual conferences. The support includes foster parents who are trained to respond to concerns by other foster parents specifically around circumstances of allegations of abuse and neglect. DSP meets quarterly with foster parents from across Wisconsin in the Foster Parent Advisory Committee to gather input on pending policies and legislation and to allow foster parents to bring forward concerns they are hearing from other foster families.

Quality Parenting Initiative

Wisconsin has also been working on the Quality Parenting Initiative (QPI) led by the Division of Milwaukee Child Protective Services in concert with the University of Wisconsin Milwaukee, training partnership.

This initiative seeks to rebrand the image of foster parenting with the goal of recruiting an expanded pool of foster parents. Agencies contracting with the DCF have executed numerous recruitment and retention strategies over a number of years. Some of these strategies have been successful in attracting new families in the short run.

Sending and reinforcing clear and consistent messages to families about the purpose of fostering and what is expected of foster parents has also proven challenging. While this could be expected in most instances of mass communication, the challenge is greater when agency leadership, staff, community partners, and existing foster families have not necessarily clarified their understandings or committed to how these understandings will be translated into action.

The QPI, developed by the Youth Law Center in San Francisco, offers a way to respond deeply and systemically to these challenges. This approach has been used successfully in a number of states and jurisdictions and promises to have a similar effect in Milwaukee. The QPI seeks to change what foster parenting, including kinship care means to a community. Only the community itself can decide exactly what that is. Similarly, each community must identify local barriers to making the "brand" a reality and opportunities for improvement. Most importantly, bringing the community together to discuss parenting and expectations of caregivers is the first step in increasing mutual respect and team building.

A broad group of community stakeholders has crafted a brand statement for foster care in Milwaukee and has identified four key areas of action needed to align system practices with the values articulated in the brand statement. These areas include clarifying legal constraints and requirements around confidentiality, increasing foster parent participation in court, improving the quality of visitation (family interaction) and establishing structures early in a case that encourage birth parent-foster parent relationships. Workgroups have been formed to address each of these areas and have made preliminary recommendations to a steering committee. The steering committee has asked for some revisions and the plans are expected to be finalized in mid-July. The final recommendations will then be presented to the community stakeholder group once again and further actions identified.

A communication team has also been formed to create a comprehensive plan for ongoing communication of the purpose, values, and actions associated with QPI to all key constituencies.

Adoption Training Program

Recent legislation passed in 2016 increased the training requirements for adoptive parents from 16 hours to 25 hours. The DCF worked with the UW-Milwaukee Training Partnership to develop new curriculum for families adopting through public adoption. The new training was implemented in September 2018, with ongoing evaluation to ensure families are understanding the competencies.

The DCF brought together public, international and domestic adoption agency staff to discuss issues related to adoption at a statewide conference in September of 2018**.** The focus of the conference was on transracial adoptions, the impact of trauma on children and treatment services available within WI.

Post Adoption Resource Centers

Ending June 30th, 2019, the DCF contracted with six service providers to operate PARC services in Green Bay, Stevens Point, Milwaukee, Madison, Eau Claire, and La Crosse. Beginning July 1st, 2019, the DCF will be contracting with one service provider to implement a new types of service for post-adoption, guardianship and kinship families. The new center will be renamed, Wisconsin Adoption and Permanency Supports (WiAPS). The services are funded by federal IV-B, Subpart 2 funds and state funding.. The names of all families who adopt in Wisconsin are shared with WiAPS, unless the family opts not to have their contact information shared.   The DCF will work with the new contract agency to develop outreach plans for families with guardianships or providing kinship care.

The DCF also participates in the Quality Improvement Center for Adoption and Guardianship (QIC-AG) with the Adoption and Guardianship Enhanced Support (AGES) program. This initiative is testing a promising practice designed to help adoptive and guardianship families manage stress and prevent post-permanence discontinuity in 17 identified Wisconsin Counties and three Tribes in the Northeastern Region. It will also determine whether the enhanced response to emerging needs of adoptive and guardianship families is effective in increasing the capacity of adoptive parents and guardians to address the needs of their children and equipping parents and guardians to better manage family stress.
Identified outcomes that will be measured for the AGES project, in collaboration with QIC, include:

- Decreased familial stress
- Increased family satisfaction with services
- Increased caregiver confidence.

In our usability testing for the program, the DCF is serving 8 families. Of the current families receiving services 56% are public adoptions, 36% are international/private adoptions, and 9% are private guardianships. Families provided the following types of child-related concerns: mental health conditions, school-related issues, and parent-child relationship issues.

Interstate Compact for the Placement of Children (ICPC) – Item 36

The Division of Safety and Permanence (DSP) is responsible for processing requests for the placement of children across state lines under the Interstate Compact of the Placement of Children (ICPC) and Wisconsin law under s. 48.988 (the proposed ICPC has been included in s. 48.99). The Wisconsin ICPC Specialists work with other states as well as Wisconsin local agencies to process incoming and outgoing requests.

Data or Information to Demonstrate Performance and Initiatives to Address
Until recently, Wisconsin had a process of receiving paper ICPC request packets from local agencies through mail and sending incoming requests from other states through mail to Wisconsin local agencies. Wisconsin was one of the six original states to pilot the National Electronic Interstate Compact Enterprise (NEICE) beginning in November 2013, and continued beyond the pilot with NEICE in 2015. Wisconsin has since used the NEICE Web-based Case Management System. In May 2015, DSP participated in a LEAN project pertaining to the ICPC to review all the steps involved in Wisconsin's process, determine what issues could be addressed, and create a plan to address and improve the ICPC process to ensure timely placement of children across state lines. The resulting plan included updating eWiSACWIS functionality, which would eliminate duplicative work and reduce paper, as well as decrease the amount of time that the ICPC Specialists spend on individually educating workers on the ICPC process.

From 2015 to 2019, eWiSACWIS enhancements completely changed Wisconsin's process for requesting placements under the ICPCUnder the new process, local agencies are required to submit any outgoing ICPC requests through eWiSACWIS (with the exception of private adoption agencies that do not have access to eWiSACWIS). The local agency is only able to electronically submit the request if all necessary information and required documentation is included. The system now requires information regarding the participants in the request, helps the worker determine the ICPC regulation type, gathers information regarding the proposed placement resource, and requires all documentation specific to the type of request. Requiring this information prior to submitting the request to the Wisconsin ICPC office has helped local agencies understand what they need for a request, and reduced the time ICPC Specialists spend explaining ICPC requirements to workers. The ICPC Specialists use the same functionality to upload incoming ICPC requests into eWiSACWIS for assignment and review by Wisconsin local agencies. The system now allows for all ICPC information to be in one place, which improves communication between the local agencies and the Wisconsin ICPC Specialists.

In order to support local agencies in preparing outgoing ICPC requests and responding to incoming ICPC requests, policy and procedures for ICPC were documented more thoroughly in [Wisconsin's Ongoing Services Standards](#) in June 2017. Online training and other supporting materials were developed in 2018. These resources will allow local workers to quickly access the information they need about the ICPC to facilitate timely placement of children in and out of Wisconsin.

Prior to the updates to eWiSACWIS, Wisconsin had limited data for both incoming and outgoing ICPC requests. Since the June 2017 eWiSACWIS updates, Wisconsin has been collecting significantly more data about both incoming and outgoing requests. Following the March 2018 eWiSACWIS update, Wisconsin is creating reports that reflect accurate and comprehensive ICPC data. This data will be used to further evaluate the effectiveness and efficiency of our ICPC process in Wisconsin. While we do not yet have robust quantitative reporting

Brief Assessment of Progress Toward Outcomes (Items 33-36)

Items 33 and 34 were found to be a strength during the 2018 CFSR due to comprehensive standards in place that are followed to assure compliance. Item 35 was found to be an ANI during the 2018 CFSR however, DCF over time shows that DCF foster parents racial and ethnic are matching the race and ethnicity of children in the OHC system. In addition, recent efforts to recruit tribal foster parents have been very successful more than doubling the number of tribal foster parents as noted in Item 35 and will be continued. DCF will continue to build on overall efforts to recruit and support foster parents as described in Item 35. Item 36 was found to be an ANI because of the ability to track the timeliness home studies. DCF is working on a technical fix so that this functionality will be available in the future. In addition, DCF's role as a leader in the NIECE system has been recognized nationally and by stakeholders.

3. Plan for Enacting the State's Vision

DCF's plan for enacting the state's vision is built around the May, 2019 proposed Program Improvement Plan that is framed by the Wisconsin Child Welfare Model for Practice and aligned with the Children's Bureau Vision for Child Welfare Reform.

Wisconsin's child welfare system is guided by the Wisconsin Child Welfare Model for Practice, which was developed by the Department in collaboration with counties and other child welfare partners. As stated in the Model for Practice:

- The purpose of the Child Welfare System is to keep children safe and to support families to provide safe, permanent, and nurturing homes for their children. The system does this by safely keeping children and youth in their own home, family, tribe, and community whenever possible.

- When it is not possible to keep children safely in their home, the system engages with the courts and others to provide a safe, stable, and temporary home that nurtures and supports the child's development. The system aims to transition children in out-of-home care (OHC) safely and quickly back with their family, whenever possible, or to another permanent home.

- The system strives to engage with children, youth, and families to expand healthy connections to supports in their community and tribes and bolster resiliency in families to help them thrive.

As described in the collaboration section DCF has extensively consulted with stakeholders and tribes to concurrently plan for a two year more focused PIP that has been submitted as a draft for the third time in late May. This included discussions about what areas of focus are most appropriate for the PIP within the context of a larger vision for the five year CFSP. At the core of the CFSP approach is Wisconsin's proposed PIP initiatives. These initiatives focus on the highest priority, highest

potential impact areas identified in the Wisconsin CFSR that could be achieved in the two year PIP time frame and include improving the quality of services, more effectively engaging children and families in all aspects of the child welfare system; and assuring that continual quality improvement and feedback as well as training to meet expectations. The CFSP focuses on four broad goals explained in this section that include the two PIP goals of improving the quality and effectiveness of services as well as better engagement of families.

The additional CFSP goals are based on stakeholder feedback described in each of the systemic factors and data trends identified in the child and family outcomes data sections. In addition to PIP goals and strategies, goals focus on expanding our understanding and use of prevention and other resources for families and continuing to build a strong, trauma-informed and responsive child welfare infrastructure to best meet the needs of the workforce and the child welfare system.

The 2020-2024 CFSP over-riding goals for Wisconsin are:

1. To improve the quality, effectiveness and availability of safety and permanency services for children and families.
2. To engage children and families in more effective and meaningful ways.
3. To improve access to services and supports for youth and families by building community capacity.
4. To assure a healthy, stable inclusive and strong child welfare infrastructure that improves the safety, well-being and permanency of families.

For each goal, strategies are articulated that are designed to move DCF toward meeting the overall goal. For each of the strategies, the corresponding CFSR performance outcome and systemic factors addressed are noted as well as the rationale for selecting the objective, activities that will be undertaken, staff training and technical assistance and implementation supports needed to pursue strategies.

Goal 1: Improve the quality, effectiveness and availability of safety and permanency services for children and families.

Strategy 1.1   Improved safety supports for children being served in the home (Safety Services) (Addresses Items 2, 3 and 12, 29 and 30).

> *Rationale:* Children and families identified as unsafe in the child welfare system have specific needs that must be met in order to avoid further engagement in the child welfare system. These needs include access to services to meet a variety of family needs and identification of specific needs that must be addressed to assure child and family safety and well-being.

Activities:

- DCF will Issue RFP for expansion of counties and tribes in 2019.
- The number of counties and tribes will be determined by available budget funding.
- DCF will gather information from key stakeholders to assess implementation efforts and fidelity to the program.
- DCF will provide appropriate resource and training needs.
- DCF will develop an evaluation plan.

Measures of Progress:

- DCF will use the six month reports required for the PIP to document numbers of new programs, number of counties participating, establishing and reporting on fidelity to program model. During the two year time frame DCF will identify and measure more specific outcomes.

Staff Training and Technical Assistance:

- Training and technical assistance will be provided as needed. DCF will work with the Professional Development System to provide appropriate training at the county level to support. Technical assistance may be provided by other

Implementation Supports:

- Possible IT upgrades and assistance to new counties that may need help developing and implementing policies.

Strategy 1.2   Develop a tailored dispositional orders and conditions for return project for timely permanence. (Items 2, 3, 5, 6, 12, 21 and 23).

Rationale: DCF worked with the Children's Court Improvement Project (CCIP) to develop a strategy that addresses concerns with the current court report and dispositional order, which contain the conditions for return and rules of supervision. It has been found that these are not tailored to each parent and are not based on the specific circumstances and behaviors that must occur in order for the child to be returned home safely. This project will address how to improve this report and processes and supports relevant to it.

Activities:

- DCF and CCIP will work together to create and modify resources, policies and training that impact the practices and procedures of child welfare workers and legal stakeholders.
- CCIP and DCF will consult with key legal and child welfare stakeholders to identify the most effective ways to change practice.
- Identify topics for training and technical assistance based on changes to practices and procedures.

Measures of Progress:

- DCF will use the six month PIP reports to work with CCIP on identification of policies, procedures and court documents that need to be adjusted.

Staff Training and Technical Assistance:

- CCIP will work with judicial stakeholders and DCF to create multi-disciplinary training focused on the purpose and of Dispositional Orders and how to work effectively with partners to improve outcomes.
- Training will also cover a range of key topics necessary for effective dispositional order planning including assuring child safety, trauma-informed approaches, parent protective capacities, how to write effective dispositional orders, services available and needed among other important areas.

Implementation Supports:

- Possible eWiSACWIS changes and changes to CCAP.

Strategy 1.3   Implement claiming procedures for legal fees using IV-E Funding (Items 5.60, 22, 23, 24)

Rationale: Research shows that quality legal representation leads to better outcomes for families. More availability of legal counsel and support for child welfare families will lead to improved outcomes for families. Some counties in Wisconsin already use this benefit.

Key Activities:

- DCF has worked with Children's Court Improvement Project to identify the most effective approach.
- DCF will solicit feedback from Wisconsin Counties
- An application will be developed for all counties that will be issued annually for counties to apply for projected reimbursement costs.

- DCF will measure the use of this benefit and outcomes for children and families.

Measures of Progress:

- Use of the IV-E Reimbursement
- Over time, DCF will examine how to document improvements in child and family outcomes

Staff Training and Technical Assistance:

- The application will detail what services are allowable.

Implementation Supports:

- Technical assistance will be provided to counties around eligible costs for reimbursement.
- DCF's current technology supports the use of the benefit.

Goal 2: Engaging children and families in more effective and meaningful ways.

Strategy 2.1   Expand Family Find and Engagement (FFE) statewide. (Items 7, 9, 10, 11)

> *Rationale*: Due to lack of knowledge and consistent application of family engagement techniques by caseworkers, family members and important adults are not always informed about or provided the opportunities to remain connected with, be considered placements for, or reviewed as permanent homes for children living in out-of-home care. Family Find and Engagement is a research-based approach to finding and engaging more relatives.

Key Activities:

- Determine manner for statewide expansion of FFE.
- Understand and address barriers to implementing FFE

Measures of Progress:

DCF will use the six month PIP reporting to update the CB on measures established that include number of programs, number of new counties participating

Staff Training and Technical Assistance:

- DCF will develop an offer Permanency Tools on-line training and offer training in each region.
- DCF will work with PDS to develop a new training
- PDS will work with DCF to develop a statewide training with the Seneca Center.

Implementation Supports:

- eWiSACWIS upgrades will be needed related to identifying relative connections including a genogram.

Strategy 2.2   Improve the quality of caseworker engagement with families through use of improvement science and rapid-cycle change (e.g., Plan Do Study Act (PDSA) cycles)(Addresses 2, 3, 4, 5, 12, 13, 14 and 15 and service array).

> *Rationale*: the quality of caseworker visits was identified as an area of concern in the state CFSR process in 2018. Specifically, Wisconsin scored 55.4% on completing quality contacts with children and 40.6% on completing quality contacts with parents. DCF learned from extensive stakeholder outreach that a lack of training and inconsistencies

in knowledge and standards around what actually constitutes a quality contact and how to document such a contact, caseworkers are not always aware of the characteristics and goals to achieve when attempting a quality contact. This more systematic, data-informed approach will address quality as well as better engagement in caseworker engagement with children and families.

Activities:

- Create a Quality Engagement PDSA toolbox for agency staff to select tools and resources to improve the quality of caseworker engagement.
- Implement Quality Engagement PDSA innovation zones with partners.
- Share findings of innovation zones with CQI Advisory Committee.
- Identify and implement practice improvements learned through innovation zones and CQI analysis.

Measures of Progress:

- DCF will use the six month reports through the PIP period to report on the development, training and improvements and adjustments to caseworker visits related to this initiative.

Staff Training and Technical Assistance:

- An on-line training will be created.
- Technical Assistance will be provided by the PDS and DCF.

Implementation Supports

- NA

Strategy 2.3:   Establishment of Parents Supporting Parents Model. (Items 9, 10, 11, 14, 15, 29 and 30 and Service Array)

Rationale: The CFSR findings showed that Wisconsin needs to improve how to more systematically and effectively engage families, particularly fathers. Specifically, mothers were engaged in 67% and 83% of cases in the CFSR and Wisconsin CQI reviews, respectively, and fathers were engaged in 45% and 71% of cases in the CFSR and Wisconsin CQI reviews, respectively. Wisconsin's model is based on an evidence-based model from Iowa shown to more effectively engage parents in the child welfare system. Feedback from the Wisconsin birthparent stakeholder group held during the Wisconsin CFSR reflected inconsistency in the level of involvement parents. They also noted concerns of being distrustful or intimated by the child welfare system as well as not being well-informed about how the process works.

Activities:

- Develop and distribute application materials.
- Award contracts.
- Convene an advisory group for the purposes of stakeholder feedback.
- Engage advisory group to gather robust feedback on how to improve parent engagement in all aspects of the system.

Measures of Progress:

- DCF will use the six month PIP reports to identify progress toward program outcomes.

Staff Training and Technical Assistance

- DCF and PDS will work on identifying and providing training and technical assistance needed to implement program.

Implementation Supports:

- DCF will issue an RFP and select two counties for initial engagement in this initiative.

Strategy 2.4:   Increase support and engagement for relative caregivers. Addresses 4, 5, 6, (8?) 9, 10 and 11 (P 1, WB 1)

Rationale: Wisconsin's CFSR found that the state does a good job of finding relative caregivers. DCF would like to continue to improve this area of performance. Providing more support and training for relative caregivers will help them become better prepared to support children in their care and improve permanency outcomes.

Activities:

- DCF will continue the support of a relative caregiver workgroup launched in 2019 to advise the department on needs, challenges and what additional supports will help relatives care for their children.
- Inventory evidence-based practices that could be utilized to support relative caregivers. Based on analysis, identify and implement specific practices.
- Develop two web-based curricula
- Develop tip sheets for relative caregivers focused on access to health care, educational advocacy, and parenting children with severe behaviors.
- Develop a web-based portal available to relative caregivers that assists with accessing services such as Medicaid, child care, educational assistance and other services.

Measures of Progress:

- DCF will use the six month PIP reports to identify progress toward program outcomes.

Staff Training and Technical Assistance:

- Activities noted above include web-based curricula, tip sheets and other support materials.
- DCF will work with PDS and relative stakeholders on developing these materials.

Implementation Supports:

- This will include technical support required to develop web-based portal and other on-line resources described above.

Strategy 2.6   Work to strengthen youth voice and engagement through state and local Youth Advisory Councils, Youth Leadership Teams, and Runaway and Homeless Youth (RHY) and family listening sessions.

Rationale: DCF has established a strong youth voice infrastructure. Strengthening the support of current youth voice initiatives and expanding opportunity to others at-risk of entering formal systems is critical to ensuring sustained and meaningful input from those the child welfare or youth justice system may touch.

Activities:
- Support youth involvement through training and technical assistance.
- Continue to develop and provide resources that help more fully engage youth in these advisory groups.
- Continue to find new ways to solicit youth feedback as DCF develops its strategic plan and future opportunities to provide input on policies and practices.

Measures of Progress:

DCF will measure:
- Number of youth ~~engagement~~ leadership/advisory meetings and RHY/family listening sessions.
- Documentation of youth advisory/advocacy opportunities that shape legislation or DCF polic~~ies~~, e.g., testifying at legislative meetings, contributing to policy drafts, reviewing grant applications, participating in program design sessions, providing "change presentations" to targeted stakeholders, etc..

Staff Training and Technical Assistance:

- DCF staff will continue to work with the different youth advisory groups to support the development of advocacy efforts they are interested in and assist with their own personal leadership development.
- DCF will identify and provide training and technical assistance, including the development of additional resources, to support the regional Youth Advisory Councils, and child welfare/youth justice professionals.

Implementation Supports:

- To be determined based on emerging needs.

Goal 3: Improve access to services and supports for youth and families by building community capacity

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Strategy 3.1.   *Better understand the landscape for prevention services through assessing the current array of prevention services for children and families in the child welfare system. (Items 1, 12, 17, 18, 29 and 30)*

> *Rationale*: This strategy will provide DCF with the data necessary to strengthen prevention services throughout the state. There is a wide range of partners and activities across Wisconsin aimed at the prevention of child abuse and neglect and considerable variance across communities. Because there is no comprehensive, integrated prevention system in Wisconsin, we lack complete understanding of the full spectrum of prevention strategies across the state. The results of a prevention scan will inform DCF and prevention partners in identifying opportunities for collaboration and other strategies to create a robust continuum of programs and services to prevention child abuse and neglect and entry into the child welfare system.

Key Activities:

- Select evaluation partner: DCF will contract with an evaluation partner to conduct the prevention scan.
- Engage Stakeholders: DCF and the evaluation partner will engage stakeholders in the process of reviewing goals for the prevention scan, recommending literature to inform the project, identifying sources of data and refining information gathering processes, participating in data review and analysis activities, interpreting results, and preparing a communication strategy for report dissemination.
- Literature Review: The evaluation partner will review key policy, programmatic and scholarly documents to share with stakeholders and DCF to inform project design and implementation.
- Information Gathering: Information will be gathered through key informant interviews, formal sources, experiential information (surveys, interviews, focus groups, etc.), and promising practices case studies.
- Analysis and Interpretation: Information gathered will be reviewed, analyzed and interpreted.
- Identify needs and opportunities to strengthen the prevention continuum: Based on the scan findings, needs and opportunities to strengthen the prevention continuum in Wisconsin will be identified. DCF, with stakeholder input, will develop and implement a plan to disseminate the scan findings.

Measures of Progress:

- A Prevention Scan report will be complete and shared with stakeholders in June, 2020.

- The report will include data on the availability of prevention services across the state, as well as an analysis of needs and opportunities for strengthening the prevention continuum for future program and policy decisions.

Staff Training and Technical Assistance: N/A

Implementation Supports:

- Contract with evaluation partner with experience completing environmental scans.
- Data sharing agreement with United Way 211.
- Stakeholder group comprised of representatives from statewide agencies that reflect a comprehensive and coordinated system addressing child maltreatment prevention and family support and strengthening.

Strategy 3.2.   Improve understanding of educational outcomes and needs through continuing work on Institute for Research on Poverty (IRP) Educational Research Project. (Item 16)

Rationale: It is important to understand trends and issues related to the educational outcomes of children in out-of-home care. Over time data finds that children in out-of-home care and children who age-out of the system have poorer educational outcomes than their peers without this experience. There is a particular need to identify barriers to high school graduation so that targeted interventions can be utilized to improve educational outcomes.

Key Activities:

- DCF will contract with IRP to develop the scope of a study that looks at examining specific barriers to high school graduation for children in OHC and youth aging out of care.
- IRP will conduct the study and publish findings, adjustments will be made with DCF oversight and review.
- DCF and IRP will review findings and identify patterns or trends, e.g., multiple school changes, credit transfers, educational challenges and other barriers to high school graduation.
- Based on patterns and trends identified, DCF will consider adjustments to practice.

Measures of Progress:
- Completion of study and overall findings.
- Identification of specific barriers.
- Identification of approaches to addressing barriers.

Staff Training and Technical Assistance:
- To be determined based on findings of the study.

Implementation Supports:
- DCF will work with IRP on sharing appropriate and necessary data.

Strategy 3.3   Identify gaps in services and data about service usage for families in the child welfare system through partnership with the United Way of Wisconsin and the 211 system to better serve families. (1, 2, 12, 17, 18, 29, 30)

Rationale: United Way of Wisconsin's 211 system is a comprehensive database of services that links individuals and families to community resources. By understanding current usage of 211, gaps in usage, and finding strategies to increase usage, more families will gain access to needed services. In addition to the existing infrastructure, 211 has robust data analytic capabilities that will help us better understand unmet needs for services in different parts of the state.

Key Activities:

- Identify information about service needs and availability that 211 can provide such as service array, frequently requested services, rate of successful access to the referral service, and when applicable, reason for lack of access.
- Enter into a contract with 211.
- Enter into a data sharing agreement by which 211 shares data on service usage across the state.
- Utilize 211 data in the prevention scan as described in goal 3.1 above.
- Identify areas of the state in which usage of the 211 system isn't robust enough to ensure data reliance.
- Develop and implement outreach strategies to increase 211 usage.

Measures of Progress:

- Contract completed
- Data sharing agreement completed
- Data provided to DCF by 211
- Outreach strategies developed and implemented

Staff Training and Technical Assistance:

- DCF will share information with local child welfare agencies about the availability of the 211 services as a resource for families.

Implementation Supports:

- Contract with 211
- Data sharing agreement
- Prevention Scan process

3.4. *Assure that the implementation of the Family First Preservation and Services Act establishes appropriate supports and a service continuum for children and families served through current residential treatment and future residential treatment and out of home care options. (1, 4, 5, 6, 12, 17, 18, 29, 30)*

Rationale: DCF believes that FFPSA presents an opportunity to rethink the out-of-home care system. The process for planning for FFPSA will help DCF better understand services, service capacity and how to direct fture

Key Activities:

- DCF will continue efforts to engage a wide range of stakeholders in establishing a vision for system change that will use FFPSA as a tool.
- DCF will develop an action plan that articulates specific steps that need to be taken to meet the compliance requirements of FFPSA.

Measures of Progress:

- Identification of specific deliverables necessary for compliance.
- Development of a vision by Fall, 2019 about what the overall system will look like using FFPSA as one tool.

Staff Training and Technical Assistance:

- DCF will work with PDS and other partners to determine how to shape training and technical assistance opportunities to assure Wisconsin meets requirements of FFPSA.

Implementation Supports:

- Administrative rule changes are in the process of being made.
- Additional implementation supports such as eWiSACWIS changes may be needed.

Goal 4: The safety, permanency and well-being of children and families is improved assuring a healthy, stable, inclusive and strong child welfare infrastructure.

4.1.   *Establish an overall vision and strategies to strengthen the child welfare infrastructure and workforce through a comprehensive strategic planning process (Items 29-30/Service Array; 31-32 – Agency Responsiveness, 25-Quality Assurance)*

Rationale: DCF believes it is critical to articulate a shared vision and overall strategic direction for the state child welfare system that incorporates how the state responds to requirements of Wisconsin's PIP, the CFSP and the Family First Prevention and Services Act (FFPSA) and broader system challenges and opportunities.

Key Activities:

- Strategic planning sessions for feedback with tribes, counties and other stakeholders in summer, 2019.
- Strategic planning meeting to develop a strategic direction and activities based on shared vision.
- Adjustments to 2020-2024 CFSP identified in strategic planning process.

Measures of Progress:

- Articulation of a shared vision.
- Development of a robust strategic plan.

Staff Training and Technical Assistance:

- To be determined based on goals and strategies identified or adjusted based on agreed-upon strategic plan.

Implementation Supports:

- To be determined based on goals and strategies identified or adjusted based on agreed-upon strategic plan.

4.2 *DCF will coordinate with Wisconsin counties to assess workload and caseload for the state child welfare system through the completion of a workload study to better understand system needs and direct future planning efforts. (Items 1, 2, 4, 5, 26, 27, 28, 29, 30)*

Rationale: Because of Wisconsin's sharp rise in caseload, workload on child welfare workers has increased significantly. Based on the discussions with stakeholders prior, during and after the CFSR, including county caseworkers and managers, a major root cause of any weaknesses in performance on case practice items, is the increased workload and caseloads on child welfare workers. This approach is focused on obtaining information about existing workload and caseloads of caseworkers, supervisors, case aides, and other child welfare staff in order to inform decision-making and planning on a county and state level.

Key Activities:

- Issue RFP
- Select vendor to conduct Workload Study through RFP process
- Contract with selected vendor
- Oversee selected vendor's implementation of Workload Study

Measures of Progress:

- Completion of survey design.
- Completion of the workload study.
- Analysis of the workload study to determine patterns, findings and possible adjustments to improve performance and system outcomes.

Technical Assistance:

- DCF will provide assistance to the vendor to under Wisconsin's child welfare system to assure efficiency and appropriateness in the design of the study.

Implementation Supports

- DCF has requested funding through the 2019-2021 Biennial budget.

4. Services

Child and Family Services Continuum

The child welfare system in Wisconsin (WI) is a county-operated, state-supervised system with the exception of Milwaukee County and the statewide public adoption program, which are administered by the Department of Children and Families (DCF). In Wisconsin there are 72 local child welfare agencies composed of 71 non-Milwaukee "balance of state" (BOS) counties that administer child welfare services in their respective jurisdictions and the DCF Division of Milwaukee Child Protective Services (DMCPS) that administers child welfare services in Milwaukee County. There are also 11 tribes in Wisconsin - Bad River Band of Lake Superior Chippewa, Forest County Potawatomi, Ho-Chunk Nation, Lac Courte Oreilles Band of Lake Superior Chippewa, Lac du Flambeau Band of Lake Superior Chippewa, Menominee Indian Tribe of Wisconsin, Oneida Nation, Red Cliff Band of Lake Superior Chippewa, Sokaogon Chippewa Community, St. Croix Chippewa Indians of Wisconsin, and Stockbridge-Munsee Band of Mohican Indians. As sovereign nations, tribes provide child welfare services directly based on their tribal codes, policies, and tribal practices and may also have written agreements with county agencies. The continuum of services across the state is described in the Service Array Systemic Factor beginning on page 94.

Service Coordination

How services are coordinated at the system level are described in the Service Array Section of this plan on page 94. The Written Case Plan systemic factor beginning on page 51 describes how services are coordinated at the individual level for children served in their homes and in out of home care settings.

Coordination Process and Engagement of Stakeholders

Efforts to engage feedback from and coordinate with stakeholders are described with respect to each of the programs articulated in this plan. Broader coordination efforts across all programs are described in the collaboration section that begins on page 11.

Services Description

The child welfare system in Wisconsin is a county-operated, state-supervised system with the exception of Milwaukee County and the statewide public adoption program, which are administered by the Department. The state oversees child welfare practice and provides policy direction and funding to county human or social service departments. Counties also contribute local funding to support the child welfare system. As sovereign nations, 11 tribes provide child welfare services directly based on their tribal codes and policies and may also have written agreements with county agencies.

Wisconsin's child welfare system is guided by the Wisconsin Child Welfare Model for Practice, which was developed by the Department in collaboration with counties and other child welfare partners described in the Plan for Enacting the State Vision.

County agencies and other service providers, such as community-based organizations, provide a wide variety of services to children and families. These services include programs designed to strengthen families, reduce the risk of child abuse and neglect, support, and preserve families affected by abuse and neglect.

Child Protective Services (CPS) includes the investigation of child abuse and neglect, in-home services and the removal of children from the home when necessary to ensure child safety. Chapter 48 of the Wisconsin Statutes, also known as the Children's Code, governs abuse and neglect reporting and protective services, and codifies federal requirements for CAPTA, and ICWA. In addition to state statutes, CPS requirements and guidelines are described in the *CPS Access and Initial Assessment Standards*, *CPS Safety Intervention Standards* and the *CPS Ongoing Services Standards and Practice Guidelines*. Additional statewide policies are established through policy memos issued by the DSP.

The assessment and treatment of child abuse and neglect and the removal of children from their homes are performed by child welfare agency staff based on statutory requirements and state standards. Children enter foster (out-of-home) care through two primary avenues: child protective services and youth justice. Out of home care (OHC) placements include temporary shelter care, family foster care, group homes, and residential care centers for children and youth. All OHC providers must be licensed and pass criminal background checks.

While children are in OHC, child welfare and youth justice agencies are responsible for permanency planning. Permanency goals include reunification where possible and appropriate, adoption or guardianship. Children in OHC who are eligible for adoption through the termination of parental rights (TPR) are referred to the state public adoption program where they are matched with adoptive parents. Adoption assistance payments are made to persons who adopt children from the public child welfare system.

Wisconsin's Independent Living Program is designed to help children transition from OHC to self-sufficiency. Wisconsin follows the requirements of the federal Chafee Foster Care Independence Act of 1999. Regional Transition Agencies, along with tribes, receive Chafee funds, including Education and Training Vouchers to operate local service programs. Independent Living services focus on helping youth learn daily living skills and achieve a basic level of safety and well-being that includes employment, housing, education, and remaining connected to caring adults and their communities for ongoing support. Program eligibility guidelines target youth aged 15-21 who have been in OHC placement (e.g., foster home, group home, residential care center or court-ordered Kinship Care) for at least six months after age 14 or who have been adopted through the public adoption program after age 16. Eligibility for Independent Living services ends when the youth turns 21 years of age.

As directed in Wisconsin Act 55 on January 1, 2016, administrative and oversight responsibility for community-based youth justice was transferred from the Department of Corrections to DCF. Efforts related to the juvenile justice community based programming (now called Youth Justice to reflect stakeholder feedback) include: youth justice standards of practice, training, data collection and analysis, and consultation and technical assistance to counties.

The Kinship Care program is a child welfare program funded by the Temporary Assistance for Needy Families (TANF) Block Grant. The DMCPS, counties, and tribes operate Kinship Care programs. The Kinship Care program is often used as a child

welfare service to allow children to remain living within their extended family structure. Kinship Care may be used to fund voluntary living arrangements with relatives or child welfare placements with relatives when the court has found a child to be in need of protection or services. Foster Care licensure must be pursued for all court ordered Kinship Care cases.

Stephanie Tubbs Jones Child Welfare Services Program

IV-B, Subpart 1 - Homeless and Runaway Youth Funding

In the next five years, the Department will provide $776,440 to 7 Runaway and Homeless Youth (RHY) programs through a combination of GPR ($150,000) and federal IV-B, Subpart 1 funds. An increase of $250,000 was requested in the 2019-2021 Biennial Budget. Should the increase be obtained, additional supports in rural areas of the state will be provided. In coming years, DCF staff will be engaged in a comprehensive analysis of effective services for youth identified as homeless or runaway, with an emphasis on effective rural programming. This analysis will include: a review of the literature pertaining to RHY service delivery (including aftercare), consent, and use of informal supports (including respite); a review of service delivery methods in other states; and listening sessions throughout the state with youth, family, like kin, other informal supports, McKinney-Vento liaisons, providers, and county/tribal child welfare agencies.

The goal of the RHY Program is to prevent and reduce the number of youth experiencing homelessness in Wisconsin by ensuring that youth and their families have the services and supports that they need. The target population of the RHY Program is youth and young adults ages 12-21 that have run away, are at-risk of running away, who are homeless, or who are at imminent risk of becoming homeless. DCF recognizes the needs of RHY program participants are varied, and as such has identified outcomes that respond to the unique needs of different subsets of the RHY population. All programs will effectively demonstrate the capacity to implement a holistic RHY Program that targets the following RHY Program Outcomes.

Promote Safe and Stable Housing

Youth are supported and stabilized so that whenever possible, youth are able to stay connected with their families. Youth are able to live in safe, stable, and affordable housing and have access to a range of housing options as they transition to adulthood.

Programs services must provide:

- Runaway youth

  Youth in crisis are stabilized and remain with family or are stabilized to reunify with family as soon as possible. Whenever possible, youth must be stabilized through formal options such as shelter or host homes. When not possible, the Contractor will work with the youth to identify stable and potentially sustainable housing options.

- Homeless youth with families

  Coordinate with local Continuum of Care as well as McKinney Vento and other service providers who can meet presenting needs.

- Unaccompanied homeless youth

  Youth in crisis are stabilized through formal options when consent can be obtained. When consent cannot be obtained or youth are not willing to utilize formal options, the Contractor will work with the youth to identify stable and potentially sustainable housing options.

If providing housing, a demonstrated knowledge o f and commitment to a Housing First approach along with an understanding of the developmental, social and legal needs of young persons is required.

Services for Children under the age of 5

Wisconsin continues to follow **Wisconsin's Act 181, "Best Outcomes for Children" legislation** that became effective in 2012 and provides for better case planning to reduce the length of time that young children under the age of five in foster care are without a permanent family. The Act establishes procedures for the use of concurrent planning and requires that the child welfare agency make a determination of whether concurrent planning should be used. In addition, in certain cases, the agency must engage in concurrent planning unless the court orders the agency otherwise.

DCF will continue efforts engaged in over the last five years and also use the DCF strategic planning process to provide more of a focus on the birth to five continuum of services, recognizing the critical window of opportunity for early brain development. This assures alignment with the Child and Family Services Improvement and Innovation Act that requires states to expand the information relating to health care coordination and oversight for children in foster care. This section describes Wisconsin's planned efforts over the next five years to reduce the length of time children under the age of five are in foster care without a permanent family and how the developmental needs of children under the age of five who receive services under the Title IV-B or IV-E programs are met. Over the last five years the number of children, aged birth to 5 in the child welfare system grew from 2,761 to 3,345 and continue to be over-represented in the child welfare population. This population will continue to be a focus in the future.

Activities Targeted To Addressing the Developmental Needs of Young Children in Out-of-Home Care or Adoptive Families

To address the developmental needs of children under the age of five who receive services under the title IV-B or IV-E programs, Initial Assessment and Ongoing staff is provided 2 days of training on the effects of maltreatment on child development. Participants actively explore the developmental needs of infants, children, and toddlers and the consequences of child abuse and neglect in children from birth to adolescence and establish a framework for the early recognition of developmental problems, enhancing the professional's ability to formulate appropriate family service plans.

Wisconsin's Foster Parent training also addresses the developmental needs of children.
The foster parent pre-placement training includes:

- An Overview of Foster Parenting
- Expectations of Foster Parents
- Caring for Children in Foster Care (including the developmental needs of infants, children and adolescents)
- Developing and Maintaining Family Connections
- Foster Family Self Care

The foster parent Foundation training includes:

- Attachment
- Cultural Dynamics in Placement
- Dynamics of Abuse and Neglect: Contributing Factors
- Dynamics of Abuse and Neglect: Signs and Indicators
- Effects of Fostering on the Family
- Guidance and Positive Discipline
- Impact of Trauma on Child Development
- Maintaining Family Connectedness
- Overview of Children's Court System

- Partners in Permanence
- Separation and Placement

Adoptive Parent Training

DCF continues to follow rule 51.10 implemented in 2018 that requires that adoptive parents need to receive at least The 16 hours of training. The training topics of relevance to young children include:

Training the adoptive parents on helping the child transition into their adoptive home by understanding the following topic areas:
- grief and loss;
- previous abuse and neglect;
- impact of trauma;
- understanding the child's culture;
- how trauma affects the normal stages of development for young children; and,
- additional adoption competencies outlined in Administrative Rule

Improving Support for Foster and Adoptive Parents

The Department will continue to support efforts that critical linkages between the success of children served within the child welfare system and the supports provided to those who care for them to ensure that their development needs are met. Through increased foster care reimbursement, DCF will continue the work of the Foster Care and Adoption Resource Center, revisions to training for foster families, and changes to licensing code, DCF has worked throughout the past year to better support foster families and improve the foster care system to better meet all children's developmental needs. Through the Child and Adolescent Needs and Strengths tool (CANS), cases where a foster parent whose Level of Care certification is lower than the child's assessed Level of Need are identified and a plan of support and/or services is put in place to support the placement of that specific child with that provider. The CANS assessment must be done upon change of placement and every six months by the case manager and entered into eWiSACWIS.

Additionally, in April 2018, the Governor signed into law 2017 Wisconsin Act 260, as part of the Speaker's Task Force on Foster Care legislative package. 2017 Wisconsin Act 260 provides $400,000 in funding in state fiscal year 2019 to the DCF for grants to provide to county agencies, private child placing agencies, and tribal agencies to support foster parents and normalcy activities for children in out-of-home care. Qualifying expenses under the grant may include incentives for the support and retention of foster parents.

Healthy Infant Court - Milwaukee County Children's Court

Wisconsin will continue operation of a Healthy Children's Court to continue to provide intensive family-based supports and services to young children and their families. To date 24 families have benefited from intensive wraparound supports available through this model.

Collaboration with Early Care and Education to Improve Quality of Early Learning Experiences

DCF will continue to strengthen partnerships between early childhood and child welfare initiated in 2015-2019 to address ample and growing evidence that quality early learning improves the social, emotional, physical, and academic outcomes of children. This is particularly true for those affected by trauma and poverty. DCF continues to make a concerted effort to connect children in OHC with quality early learning experiences. Key efforts were launched in Milwaukee and statewide to

strengthen the connections between the child welfare and child care divisions in the Department and the services that are supported for children and families. In the next five years, DCF will continue to coordinate to maintain a high level of children in out-of-home care being matched with high quality options Wisconsin's Child Care Quality Rating System, YoungStar uses a 5-star rating system with the level 5 as the highest level. Wisconsin instituted a policy with child welfare agencies that children in OHC should only be placed in higher quality setting programs, i.e., those that are rated 3-5 stars. In addition, DCF created capacity through the Geographic Placement Resources (GPRS) to map high quality centers around where parents live. Wisconsin has maintained a high level of children in OHC programs in higher quality programs. For children OHC also in Wisconsin Shares, the percentage of children attending 3-5 Star rated providers increased from 56.8% to 80.7% over the last five years. This percentage is higher than the overall participation of children in 3-5 star programs which is currently 74.4%.

Community Based Supports and Services

In addition to assuring that foster and adoptive parents are prepared to meet early childhood needs, and focusing on the needs of children in child welfare both being served in the home and out of the home through connecting to quality early learning opportunities and supports, DCF has a variety of community based initiatives to serve families in their homes and in communities.

Infant and Early Childhood Mental Health Consultation

The DCF will continue efforts to develop more infant mental health consultation support for families in the child welfare system through participating in the Children's Mental Health Collective Impact Infant Toddler Policy Group led by the Wisconsin Office of Children's Mental Health. This work has been focused on building a model and framework for a system of Infant and Early Childhood Mental Health Consultation (IECMHC). The vision is to develop a structure that can be universally resourced to all systems where children and families are: Child Welfare (including foster and adoptive care), Home Visiting, Early Care and Education (including public pre-k), Early Intervention, and the Medical Field. The goal is to create an IECMHC system in Wisconsin where consultants help adults support healthy growth and development of children in their care, preventing expulsion from early care and education settings, increasing stability of placement for children in out of home care, nurturing young learners, and keeping their parents at work.

IECMHC is an evidence based service provided by a professional consultant with mental health expertise by building the capacity of adults in a child's life to strengthen and support the child's social and emotional health and development. IECMH consultation can address a range of risk factors of, and protective factors against child abuse and neglect. First and foremost, it is focused on children under the age of five, and especially children under one year of age who are at greatest risk of maltreatment. Though IECMH consultants are licensed or licensed-eligible mental health clinicians, they do not provide direct mental health therapy to children but they do have the professional capacity to recognize if and when a child is showing signs of mental health issues (a known risk factor for child abuse and neglect) and subsequently refer to needed mental health services. IECMH consultants can increase a parent's knowledge and understanding of their young child's typical social emotional development, knowing how to respond to a child's challenging behaviors in supportive and nurturing ways, and increase the quality of parent-child relationships; all protective factors against child abuse and neglect. Most importantly, this can all lead to reduced parental stress levels to protect against the risk of child abuse and neglect.

The work of developing a system of IECMH Consultation in Wisconsin is supported by a technical assistance grant from the Center of Excellence at the Substance Abuse and Mental Health Services Administration. The Infant Toddler Policy group is

a collaborative group representing multiple state agencies, systems, and organizations. Between 2017 and 2019, this group has established a universal model framework for a system of IECMHC informed by existing evidenced models in other states; adopted a set of national Competencies for IECMH Consultants; developed a set of core communication documents to communicate what consultation is to key stakeholders; and has begun to outreach to pre-service and in-service partners to build career pathways and support in Wisconsin that will build and sustain an IECMH consultation workforce.

Wisconsin Home Visiting Program

DCF contracts with city and county health and human services departments, tribal organizations, and non-profit agencies to provide evidence-based home visiting services, which is called Family Foundations Home Visiting (FFHV) in Wisconsin. These contracts specify the number of families to be served and other service-related requirements. DCF supports and monitors the contracted agencies to ensure high quality services are available for families. Services are targeted toward families facing multiple life stressors such as poverty, substance use, domestic violence, history of child maltreatment, and low education levels. The program prioritizes prenatal enrollment, with a goal of 75%.

Contracted agencies select evidence-based home visiting models that they feel best meet their communities' needs. Each model has guidelines that programs follow to ensure the programs implement the models with fidelity. Contracted agencies in the State's home visiting program currently use one or more of the following evidence-based home visiting models: Early Head Start (EHS), Healthy Families America (HFA), Parents as Teachers (PAT), and Nurse-Family Partnership (NFP). All models include some type of individualized goal plan that the home visitor and the client develop together to guide the work with the client.

The State provides funding to support contracted agency staff training and technical assistance for programs using these models. Wisconsin has been developing in-state model expertise to deliver technical assistance resources for contracted agencies using the HFA and PAT models. These in-state resources (such as in-state trainers) help to reduce training costs and travel burden on the contracted agencies and allow for more timely trainings. The State has also continued to improve its training offerings to home visiting program supervisors and staff members.

Home visiting programs serve many of Wisconsin's most vulnerable families. Contracted agency managers and staff members report it can be hard to support and work with families facing multiple challenges such as housing instability, substance abuse, mental health issues, and domestic violence. The professional development system, Wisconsin Alliance for Infant Mental Health, and external evaluators with University of Wisconsin-Milwaukee work with DCF on a number of initiatives to support contracted agencies' work with families. Contracted agencies regularly participate in quality improvement projects to improve their processes and outcomes with families.

DCF provides a variety of prevention programs and services specifically focused on families with children pre-natal to five years of age. Through new child abuse and neglect prevention grants that began implementation in January 2019 (one in each of the six DCF regions of the state) and on-going Connections Count grants in two counties, families with young children can access services such as, but not limited to: New Baby Visits, Newborn Behavioral Observations, parent skill building and parent groups, basic needs and employment support services, family stabilization support, and home visiting services specifically targeting families with heightened risk of child abuse and neglect.

Additional Prevention Programs

In addition to home visiting, DCF administers TANF funding for prevention programs and services specifically focused on families with children pre-natal to five years of age. Through new child abuse and neglect prevention grants that began

implementation in January 2019 (one in each of the six DCF regions of the state) and on-going Connections Count grants in two counties, families with young children can access services such as, but not limited to: New Baby Visits, Newborn Behavioral Observations, parent skill building and parent groups, basic needs and employment support services, family stabilization support, and home visiting services specifically targeting families with heightened risk of child abuse and neglect.

Preventing Trauma

The Department will continue to support and expand a professional training in Trauma Informed-Child Parent Psychotherapy (TI-CPP) through the UW-Madison School of Psychiatry and the Infant, Early Childhood, and Family Mental Health Capstone Certificate Program. This training began in the summer of 2016 (an 18 month learning collaborative), and includes a focus on training clinicians serving children in the child welfare system. The funding will also increase the training capacity by adding another national trainer and provide for three participants to be trained as Wisconsin trainers of the TI-CPP Therapy, reducing the cost of future trainings and supporting sustainability. The training is supported by Home Visiting, Project Launch, the Wisconsin Alliance for Infant Mental Health, and other funds.

TI-CPP is an evidence-based intervention for children from birth through age 5 who have experienced at least one traumatic event (e.g., maltreatment, the sudden or traumatic death of someone close, a serious accident, sexual abuse, exposure to domestic violence) and, as a result, are experiencing behavior, attachment, and/or mental health problems, including posttraumatic stress disorder (PTSD). The primary goal of TI-CPP is to support and strengthen the relationship between a child and his or her parent (or caregiver) as a vehicle for restoring the child's sense of safety, attachment, and appropriate affect and improving the child's cognitive, behavioral, and social functioning.

Trauma Informed Child Parent Psychotherapy (TI-CPP) is one of only a few evidenced based treatments for this age group, and is the only one in which the parent's trauma history is assessed and included in the treatment along with the child's. Parents are helped to develop a narrative together about what the child has experienced and the relationship is the focus of the treatment with the needs of both the child and the parent kept in mind. TI-CPP fits well into the child welfare service array because of its emphasis on the relationship between parent and child, and while it is not an individual therapy for the parents, TI-CPP can help parents recognize and address their own trauma history.

DCF will continue to assure that developmentally-appropriate training is available for foster and adoptive parents.

Preventing Entry to the Child Welfare System

DCF continues to work on a Predictive Risk Model designed to identify and ideally prevent engagement of all children in the child welfare system. As part of the ongoing mission to protect children and strengthen families, DCF is committed to using data to inform decision-making at all levels, particularly at the point of Access when Child Protective Services makes decisions about intervening in a family's life.

Based on a competitive procurement process, DCF selected the Children and Family Research Center out of the University of Illinois in May 2017 and began the contract with this entity in January 2018. DCF met monthly throughout 2018 with the contractor to explore and adapt the Predictive Risk Model to ensure it met the needs of Wisconsin's system. The contractor is analyzing WiSACWIS data to identify variables that may predict a family's likelihood of re-referral to the CPS system. The Predictive Risk Model will leverage historical information and validated research techniques to efficiently provide Child Welfare supervisors information to use in their decision-making process. The Predictive Risk Model will allow for increased accuracy in decision-making, enabling supervisors to identify the children and families most in need of intervention and

limiting involvement with families who do not rise to the level of safety intervention. Upon completion the intent is to visually integrate the model into the state's automated child welfare information system, eWiSACWIS.

Efforts to Track and Prevention Child Maltreatment Deaths

Tracking of child maltreatment deaths occurs is through the Department's electronic Wisconsin State Automated Child Welfare Information System (eWiSACWIS) that is the source of child maltreatment data for state and federal reporting. eWiSACWIS is used by all local child protective services agencies in Wisconsin to document casework practice responsibilities and provides functionality to document the full array of assessment and decision making results for all cases of alleged child maltreatment. The DCF collects information and generates reports about every child death due to alleged maltreatment that is reported to and assessed by local child protective service agencies.

The local child protective service and tribal agencies partner with each other and other professionals, such as service providers, school and law enforcement personnel, and court and judicial representatives, who respond to concerns about child abuse or neglect. Medical professionals, medical examiners, law enforcement agencies and other professionals are mandated reporters, reporting alleged maltreatment to the local agency child protective services. Agency child protective service professionals partner with these key partners during the CPS and law enforcement investigations. Information from the partners involved in this assessment process is included and documented within eWiSACWIS in each and every case.

The Department of Health Services (DHS) implemented an electronic death certificate system that went live in September 2013. The e-death certificate system is designed to enhance the quality and timeliness of child death data as well as collaboration across agencies needing accurate information about conditions related to child maltreatment deaths. The DCF provided funding and has a data sharing agreement with the DHS Office of Health Informatics to obtain child death data directly from the death certificates. Consistent child death information, data reports, and data analysis is available to various organizations (e.g., law enforcement, child death review teams, child welfare agencies, medical examiners, etc.). The enhanced collaboration with DHS is improving Wisconsin's ability to track, understand and address conditions associated with child deaths, including those deaths caused by a substantiated allegation of child maltreatment, and improve statewide efforts to develop effective prevention and interventions.

Additional information related to child maltreatment deaths is also obtained through local multidisciplinary Child Death Review (CDR) teams and the state's Citizen Review Panels both of which include CPS representatives. The DCF continues to be a member of the State Child Death Review Council, a group established under the Children's Justice Act to address and assure collaboration on childhood deaths and serious injuries in Wisconsin. The Council provides oversight and support to the local CDR teams.

Wisconsin Act 78 and Systems Change Review

CAPTA funds support Wisconsin's efforts to prevent child maltreatment deaths. In 2016, Wisconsin developed a Systems Change Review (SCR) process to align with the Child Welfare Model for Practice. The 2009 Wisconsin Act 78 became effective on February 1, 2010, requiring the Department of Children and Families (DCF) to share information with the public in instances of child death, serious injury, and egregious incidents due to suspected or confirmed child maltreatment and in cases where a child in out-of-home care placement is suspected to have committed suicide.

As a county administered, state supervised system, Act 78 directs the local child welfare to notify DCF when there is suspicion that one of the following incidents have occurred:

Child death or serious injury is defined in Act 78 as "an incident in which a child has died or been placed in serious or critical condition, as determined by a physician, as a result of any suspected abuse or neglect that has been reported under this section or in which a child who has been placed outside the home by a court order under this chapter or ch. 938 is suspected to have committed suicide."

Egregious incident is defined as "an incident of suspected abuse or neglect…involving significant violence, torture, multiple victims, the use of inappropriate or cruel restraints, exposure of a child to a dangerous situation, or other similar, aggravated circumstances."

Once the local child welfare agency determines an incident likely meets the above definitions, Act 78 requires the local child welfare agency to submit specific case information to the DCF within 2 working days. The specific information required is outlined in 48.987 (7) (cr) (a), (b), (c), (d), and (e), (f). The information the local child welfare agency submits to the DCF is transmitted via the statewide automated system, referred to as eWiSACWIS.

The DCF has assigned primary responsibility for the review and analysis of these submissions to the DSP. Specifically, the DSP is responsible for the qualification and public notification of incidents, and determination and facilitation of review. In Wisconsin, there are two levels of review that can be assigned to an incident. They are referred to as a "Summary" or "Practice Review."

Summary Review

All cases that qualify for public notification receives a Summary Review that consists of reviewing the electronic case record. Results of this review are communicated to the public through a "90 Day Summary."

Practice Review

Incidents that involve significant or current CPS intervention receive a further level of review in addition to the Summary Review, referred to as a Practice Review. When cases qualify for a Practice Review, the DSP is responsible to determine a method for review. In 2015, the DCF decided to advance a new approach to the analysis of those cases qualified for a Practice review.

This method is formally referred to as the Systems Change Review process and is a methodical approach to the analysis of those cases assigned to a Practice Review. The study of these cases through the application of a Systems Change Review includes:

- Review of the case record and development of key observations
- Interview of relevant staff (i.e., *Debriefing*)
- Discussion and analysis of system influences on key observations (i.e., *Mapping*)
- Documentation of contextual information and analysis to inform and understand key observations (i.e., *Second Story*)
- Scoring of documentation and conversion to data points (i.e., *Scoring*)
- Sharing of the score with local agency management
- Recommend program and practice improvements for the Wisconsin child welfare system

At the completion of the Systems Change Review, the public is notified in the form of a document referred to as the "6 Month Summary."

The Systems Change Review was implemented on November 1, 2016 in the balance of the state and on June 1, 2018 in the Division of Milwaukee Child Protective Services (DMCPS). The DCF provides additional and detailed information and training to county agencies and DMCPS regarding the Systems Change Review upon case qualification.

In addition to public notification on a case by case basis, the Act also requires the DSP to provide a quarterly summary report and an annual calendar year report for all children in out-of-home care placement that have been sexually abused as defined in s. 48.02 (1) (b) to (f).

Promoting Safe and Stable Families

Wisconsin's Promoting Safe and Stable Families program (PSSF) is administered by the Division of Safety and Permanence (DSP) and has four components: family preservation, family support, time limited-reunification services and adoption promotion and support. Each of these components receives at least 20% of funds for service delivery. Planning and service coordination amounts are described in the CFS 101 documents attached to this plan. Services in the first three components are primarily delivered by 70 county agencies. The Bureau of Milwaukee Child Welfare and Menominee County do not receive annual PSSF allocations. In Menominee County, the tribal agency receives PSSF grant funds directly from the federal government and Milwaukee County does not receive an allocation because DCF operates the child welfare system. Adoption promotion and support services to the counties are provided at the state level through the public adoption program. A portion of the federal award is also used to fund regional or statewide family preservation, family support and time-limited activities (including funding programs for Wisconsin's 10 remaining tribes and the Bureau of Milwaukee Child Welfare).

Title IV-B, Subpart 2 funds are allocated to counties for the operation of local PSSF programs. Of the total PSSF funds, approximately 20% is used by the DCF for state-level adoption promotion and support services activities, while approximately 5% is used by DCF for state operations, including training and technical assistance to counties and tribes. Approximately 10% of PSSF funds are used to support the statewide Wisconsin Trauma Project. The remaining 65% of PSSF funds are allocated to counties and tribes to fund support, preservation, and reunification programs. Local agencies are required to apply federal funding requirements for family support, preservation, and reunification services to meet PSSF spending requirements for those service areas.

For the adoption promotion and support services portion of PSSF, funds are directed toward promoting and supporting adoption as a permanency outcome for children. The PSSF funds for Adoption services are used to support part of the public adoption program to finalize adoptions of children in OHC and also to support a network of six Post Adoption Resource Centers (PARCs) throughout the state. The funds to the public adoption program are used for adoption caseworker staff and recruitment of adoptive families. The PARCs provide resource and referral services to adoptive families.

For the PSSF funds allocated to counties, county agencies determine and report to DCF on the organization and agencies used and track relevant outcomes. This county-led use of PSSF funds, ensures that family support services, as well as preservation and reunification services, are community-based and best able to meet the needs of children and families within Wisconsin's child welfare system. Under state policy for the PSSF program, local agencies are required to spend at least the minimum amount required for preservation, support, and reunification. In order to build on local collaboration and community-wide planning efforts, PSSF program service delivery involves various stakeholders within each county. Strong collaboration at the local level is critical in ensuring that the populations at greatest risk of maltreatment are identified, supported and served in a timely and effective manner. Coordination of training and direct service efforts at the

community level further assists community stakeholders, including child welfare, law enforcement, education and community-based providers in identifying and targeting services to those with the greatest needs

As new child welfare policies, standards and procedures are developed and implemented statewide (with the goal of improving safety, permanence, and the well-being of children and families), PSSF service providers are expected to coordinate services and target populations in ways that improve child welfare program outcomes. Counties are also encouraged to align PSSF program outcomes with other county or state initiatives to improve coordination of efforts. For example, counties use PSSF funds to better support local Home Visitation, Coordinated Service Teams, Family Resource Centers, Community Response programs or reunification services. Finally, counties have been encouraged to align their PSSF funds with evidence-based programming or other promising approaches in the areas of Home Visiting, Trauma-Informed Care and Youth Development in an effort to create a better coordinated system of care for children and families who are most at-risk and in need of services. This coordination and collaboration will continue to guide the use of PSSF over the next five years.

Population at Greatest Risk of Maltreatment

What populations are at greatest risk and how are services targeted to those populations?

Under s. 48.981(9), Stats, Wisconsin provides an annual report to the Governor and the legislature on child abuse and neglect, the Wisconsin Child Abuse and Neglect Report. Information included describes which populations are at the greatest risk of maltreatment, as identified by substantiated maltreatment. Information concerning identification and services to at risk populations is also included in each program section of this report. The report can be found at: https://dcf.wisconsin.gov/files/cwportal/reports/pdf/can.pdf. Children under age 3 accounted for 32.0% of victims, and children under age eight accounted for 56.7% as shown in the graph below.

Figure 14

Age Range of Unique Child Maltreatment Victims *
2017

Victim Age Range	Total Child Victim Count
Age <1-3	1,620
Age 4-7	1,245
Age 8-11	1,071
Age 12-15	839
Age 16+	281
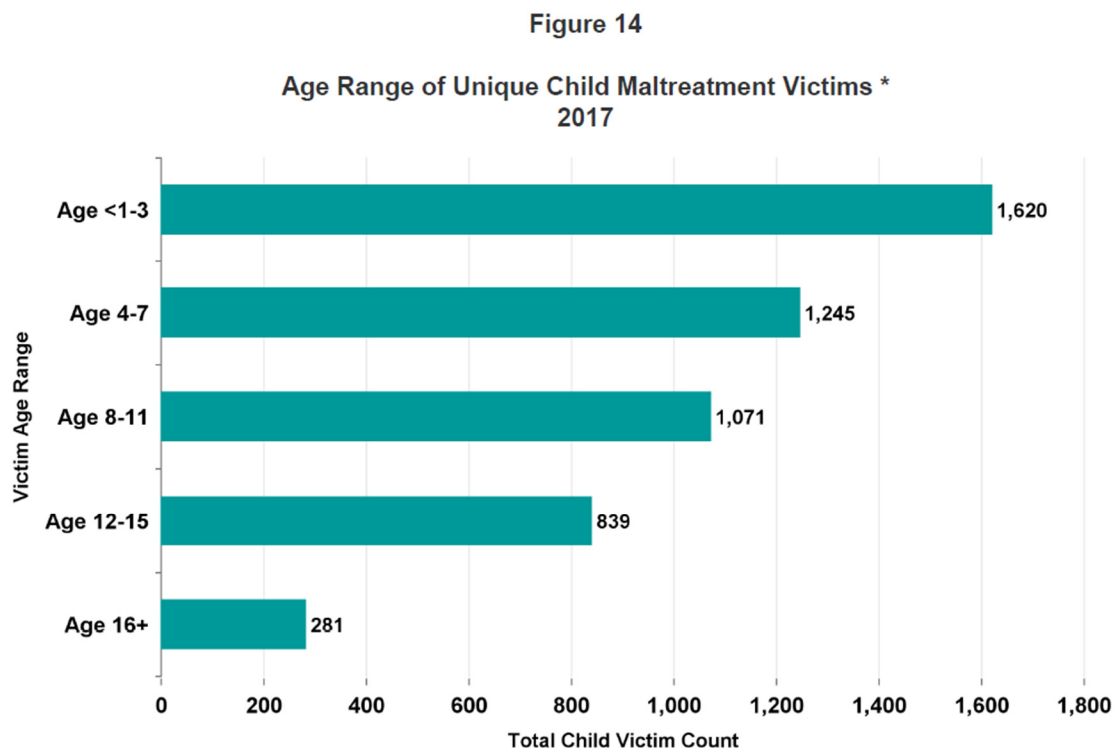
The previous section describes in detail how services to address the needs of vulnerable children under the age of five, including children in foster care as well as those being served in-home or in a community-based setting are identified,

provided, and coordinated. Drug addiction of parents with young families is a growing concern. DCF's efforts focused on drug affected children are included in the CAPTA section of this report (reference page number). In addition, DCF continues to work with DHS on the Care4Kids program to identify and address health care needs of children in out-of-home care. This includes providing and tracking services to young children such as childhood immunizations, health check periodicity timelines and utilization, developmental assessments and comprehensive health assessments for children in OHC. The DCF is also in the midst of a predictive analytics project that will use the historical and current information in eWiSACWIS to identify families most at-risk for a future referral to CPS. This predictive tool will be used at Access to aid supervisors when making screening decisions.

Monthly Caseworker Visits

DCF continues to follow the standards established in the Child and Family Services Improvement Act of 2006 to report on monthly caseworker visits. DCF will report the updated number in December, 2019 per plan instructions. In federal fiscal year 2018, caseworker contact requirements continued to improve and were met for 97.4% of the children subject to this measure, which exceeds the federal regulation requirement of 95%. Of these contacts, 85.3% were made with the child in the home of the placement provider- update. The DCF continues to monitor performance on this practice requirement and to provide statewide, regional, and local training and technical assistance to ensure compliance with this performance expectation.

In the next five years DCF will continue to support training activities that support improving the timeliness and quality of caseworker visits such as training available through the Professional Development System designed to improve the quality and quantity of caseworker visits. DCF will continue to fund a state training positions as well as ongoing evaluation and analysis of the Child Welfare Professional Development System in an effort to continuously provide quality improvement to the child welfare training curriculum. DCF strategic planning that will conclude in the fall of 2019 will further define how to best allocate resources to assure DCF continues to have high performance on monthly caseworker visits.

Child Welfare Waiver Demonstration Activities

DCF concluded a waiver demonstration program in calendar year, 2018 that is described in DCF's 2015-2019 Five year report.

Adoption and Legal Guardianship Incentive Payments

In the next five years, DCF plans to continue using these resources for the following activities.

Annual Membership Dues and conference participation including:

- American Association for the Interstate Compact for the Protection of Children (AAICPC)
- National Electronic Interstate Compact Enterprise (NEICE) project
- Interstate Compact on Adoption and Medical Assistance (ICAMA)

Participation of DCF staff in leadership meetings and conferences, including:

- Deputy Compact Administrator attending the annual ICAMA conference and board meeting
- Deputy Compact Administrators attended the annual ICPC conference and board meeting
- Adoption and Interstate Services Section Manager and Supervisor attended the North American Council on Adoptable Children Conference

Supporting program functions including:

- Funding of LTE positions for the adoption section to assist staff with the daily operations of adoption programs. Also, funding LTE positions for quality assurance reviews of foster care and adoption cases.
- Funding internet searches for the Family Find and Engagement program
- Funding for County Human Service Agencies to contract for services to complete foster care licensing for relatives.

Supporting DCF conferences and training

- DCF has an annual "Changing the Face of Adoption" conference for professionals that work in the area of adoption. Approximately 185 professionals attend the conference each year.

- Funded SAFE trainings for licensors and supervisor

- Funded the ongoing statewide rollout of the Family Find and Engagement training

- Funded the development of the new Pre-Adoptive Parent training
- Supported the participation of five adoptive families to attend the North American Council on Adoptable Children conference.

Adoption Training Program

The Public Adoption Program recognizes that there are a number of options for families to receive adoption training and gives credit where possible to limit the number of extra hours of training that a family may need to complete. Consideration is given to any family that has completed training through another program, state, county, or tribe. After reviewing documentation the family provided regarding completed training, a decision is made on what additional training, if any, the family may need to complete. Recent legislation passed in 2016 increased the training requirements for adoptive parents from 16 hours to 25 hours. The DCF worked with the UW-Milwaukee Training Partnership to develop new curriculum for families adopting through public adoption. The new training was implemented in September 2018, with ongoing evaluation to ensure families are understanding the competencies.

DCF brought together public, international and domestic adoption agency staff to discuss issues related to adoption at a statewide conference in May 2017 and in September of 2018. The conference combined the public adoption program, domestic/international and foster care adoption to address common themes and training topics. The focus of the conference was on transracial adoptions, the impact of trauma on children and treatment services available within WI. DCF will incorporate these learnings in future efforts to support the adoption system.

Wisconsin Adoption and Permanency Supports (WiAPS)

DCF ended the use of 6 regional Post Adoption Resource Centers PARCS on June 30th, 2019. Beginning July 1st, 2019, the DCF will be contracting with one service provider to implement a new types of service for post-adoption, guardianship and kinship families. The new center will be renamed, Wisconsin Adoption and Permanency Supports (WiAPS). The PARC services are funded by federal IV-B, Subpart 2 funds and state funding. and are available to all adoptive families, including parents of children who are adopted through domestic and international adoption programs. The names of all families who enter into an adoption assistance agreement are sharedadopt in Wisconsin are shared with WiAPS with the respective PARC, unless the family opts not to have their contact information shared.   The DCF will work with the new contract agency to develop outreach plans for families with guardianships or providing kinship care.

The DCF also participates in the Quality Improvement Center for Adoption and Guardianship (QIC-AG) with the Adoption and Guardianship Enhanced Support (AGES) program. This initiative is testing a promising practice designed to help adoptive and guardianship families manage stress and prevent post-permanence discontinuity in 17 identified Wisconsin Counties and three Tribes in the Northeastern Region. It will also determine whether the enhanced response to emerging needs of adoptive and guardianship families is effective in increasing the capacity of adoptive parents and guardians to address the needs of their children and equipping parents and guardians to better manage family stress. More about the program can be found on the Wisconsin Site Page.

Identified outcomes that will be measured for the AGES project, in collaboration with QIC, include:
• Decreased familial stress
• Increased family satisfaction with services
• Increased caregiver confidence.

In our usability testing for the program, the DCF is serving 8 families. Of the current families receiving services 56% are SNAP public adoptions, 36% are international/private adoptions, and 9% are private guardianships. Families provided the following types of child-related concerns: mental health conditions, school-related issues, and parent-child relationship issues.

5. Consultation and Coordination with Tribes

Overview

By state statute, the county child welfare agencies and DMCPS are responsible for providing direct child welfare casework services and programming to all children and families in their respective local county jurisdictions. The DCF is the Title IV-E agency and is responsible for developing and implementing child welfare policies, procedures, and standards that apply statewide to all county child welfare agencies and DMCPS. In addition, DCF directly administers certain programs such as Public Adoptions, including Adoption Assistance (AA) payments.

There are eleven federally recognized tribes in Wisconsin. As sovereign nations, each Tribe establishes and administers tribal policies and procedures and for most Tribes, a Tribal Code, related to child welfare. Given tribal sovereignty, the tribal codes and policies may differ from state statute and policies. For example, some Wisconsin tribal Codes and standards have a lower threshold than state statute for screening in cases; in these cases the Tribe is responsible for managing the case.

Tribal child welfare workers have primary case management responsibilities for tribally-managed cases opened for services with their tribal agency. In addition, tribal child welfare workers may provide additional casework services for county/DMCPS-managed child welfare cases, in order to support the ability of the county/DMCPS to serve a tribal child and his/her family in the state child welfare system and to meet the county/DMCPS responsibilities to comply with the federal Indian Child Welfare Act (ICWA) and the Wisconsin Child Welfare Act (WICWA). For these county/DMCPS-managed cases, county and DMCPS child welfare workers follow the tribal identification, tribal notification, and other requirements of lCWA and WICWA. County and DMCPS child welfare workers collaborate with the tribal child welfare workers to identify and provide culturally appropriate and effective services and supports to tribal children and families involved in the state/county child welfare system. While the county or DMCPS child welfare worker is the primary child welfare worker for county/DMCPS-managed cases involving tribal children, the tribal child welfare worker may be providing collateral casework functions to ensure the county or DMCPS agency most effectively and responsibly meets the child and family

needs. Through their collaborative relationship, the county/DMCPS and tribal caseworker may agree that the tribal caseworker will undertake certain functions on county-managed cases, such as participating in joint home visits, assisting in the development or implementation of a case plan, or attending court hearings. A county and a tribe may have a written agreement or there may be a case-by-case collaborative decision as to the role of the tribal child welfare worker in county/DMCPS-managed cases.

The Wisconsin Indian Child Welfare Act passed in 2009 and specifies the responsibilities of the state and counties regarding tribal children in the child welfare system and specifies the protections for tribal children under state court jurisdiction. The law can be found at: http://docs.legis.wisconsin.gov/statutes/statutes/48/I/028. The DCF and Wisconsin Tribes collaborate closely to ensure effective communication and to support the safety, health, and well-being of tribal children, families, and communities. The DCF provides limited child and family service (child welfare, child care, domestic violence) funding directly to the Tribes through a consolidated Family Services program, which combines a number of funding streams. Tribes have received funding to operate in-home safety services, Brighter Futures, Independent Living and home visiting programs Additionally, Tribes have the option to receive TANF funding to operate the Kinship Care program. They also have the option of entering Title IV-E pass through agreements with the state. The Department also provides opportunities for tribal input in other areas of the Department such as Early Childhood, TANF, and Child Support.

Plan for Ongoing Coordination/ Consultation with Tribes

Consultation with the 11 federally-recognized Tribes in Wisconsin is governed by Wisconsin Executive Order #39, which details the consultation purpose of the various departments of Wisconsin state government with the tribes. The DCF consults with the tribes through tribal chairpersons or presidents or other elected officials, as the official representatives of the Tribes. Tribal leaders are encouraged to consult with their program staff in preparing for the consultation meeting. They are also welcome to invite their program staff to attend consultation. The contact list for Tribal Officials is located at the following web address:
http://witribes.wi.gov/docview.asp?docid=19085&locid=57

The primary mechanism for having group conversations with tribal leaders is through the annual consultation meetings between the Secretary and Division Administrators of the Department and elected Tribal officials. The purposes of the consultation sessions are to:

- address issues or concerns regarding Department policies, implementation plans, services and challenges;
- enhance the overall relationship between the Department and the Tribes; and
- identify actions that will improve conditions of and services for Indian children and families.

The DCF held a Tribal consultation meeting most recently in May 2018. Between annual consultation meetings, Tribes are kept informed through written communication, frequent and ongoing meetings with DCF staff (as described above), tribal delegates serving on tribal/state committees, and direct reporting on certain issues through established mechanisms.

As directed by the federal Administration for Children and Families, the Department has developed a policy committing the Department to good faith negations with Tribes and tribal consortia on child and family-related issues. Consistent with the DCF/Tribal consultation policy, the Department developed this policy in consultation with the tribes. This policy can be found in informational memo 2015-03 at the following link:
https://dcf.wisconsin.gov/files/cwportal/policy/pdf/memos/2015-03i.pdf

Tribal/State Intertribal Child Welfare Committee and Policy & Law Workgroup

The Department's Tribal Affairs Specialist and Tribal Liaison and DCF child welfare managers will continue to meet with the child welfare directors of the eleven federally recognized tribes in Wisconsin bi-monthly. This Intertribal Child Welfare (ICW) Committee discusses child welfare-related issues, including but not limited to policy and procedure changes and development. In addition, child welfare and legal staff of the Department and Tribes, along with professionals from related organizations (e.g., Children's Court Improvement Program, Wisconsin Judicare/Indian Law Office) meet upon request of the ICW Directors as the Tribal/State Child Welfare Policy & Law (PALS) Workgroup to discuss policy and legal issues. These workgroups discuss a full agenda of items, including:

- Interpretation of and answers to questions re: ICWA and WICWA;
- The relationship between Wisconsin's infant relinquishment law and the Indian Child Welfare Act;
- Notification of Tribes in voluntary child custody proceedings;
- The intersection of tribal authority to perform child welfare functions and county responsibility under state statute;
- Potential program and policy implementation or changes;
- Legislative updates;
- WICWA compliance;
- Independent living services;
- Necessary program and statutory changes required by the federal Preventing Sex Trafficking and Strengthening Families Act, P.L. 113-183 and the Justice for Victims of Trafficking Act;
- Youth Justice Issues;
- Feedback for CFSR Round 3; and,
- Statewide implementation of the 2016 Federal ICWA Regulations.

Plan for Ongoing Coordination with Tribes for the 2020-2024 CFSP

The groups described in this section provide opportunities for regular discussion and collaboration around elements of the state's Child and Family Services Plan. Tribes were asked to a review of draft of the 2020-2024 CFSP in June 2019. Further, in shaping the plan, the state analyzed comments from the tribes related to strategic planning initiated in 2019 as well as comments provided part of the state's 2018 CFSR on-site review interviews. Over the next year, Wisconsin will continue to collaborate on the development of its Child and Family Services Plan (CFSP) and Annual Progress and Services Report (APSR). Tribal members were encouraged to participate in and will continue to participate in the DCF led strategic planning efforts that will be used to shape the CFSP. Regular meetings between the tribes and DCF will be continue to be used for discussions over the next five years

Payment for Indian Children in OHC

Currently, funding for some Indian children placed in OHC by Tribal courts is provided through written agreements, called "161 Agreements," entered into by some Tribes with some counties. The original intent of the 161 Agreements was to recognize the jurisdictional authority of Tribal courts and to provide a mechanism that would permit county payment for OHC placements made by tribal courts. The state statutory language creating these agreements is permissive and counties are not required to enter into a 161 Agreement. Some of the agreements, at the recommendation of the Department, have

since been expanded to include support for and services to Indian children in care and their families, IV-E eligibility determinations, permanency planning requirements, independent living, and in some cases, additional agreements related to child protective service investigations and removals.

DCF also offers limited funding for tribal children placed in high cost placements by tribal courts or circuit courts with a functionally active 161 agreement. This funding can also cover a portion of the costs of subsidized guardianships. Tribes may apply for this funding directly or may support a county agency application. The SFY2018 High Cost Pool Fund applications are due June 1, 2018 and the funds will be distributed on a pro-rated basis July 2018. This change to the High Cost Pool policy allows for a more equitable distribution of funds.

The Oneida Nation passed its children's code in 2017 and is currently in the implementation phase. The Menominee Tribe has adopted the Wisconsin Children's Code and is in the process of drafting their own code which they hope to pass through their legislative process in 2018.

Tribal/State Title IV-E Agreements

In response to interest by Tribes, the Department held a "Title IV-E Agreement Summit" in March 2012 to discuss options and structures for federal and state Tribal Title IV-E agreements. Representatives from each of the eleven tribes, as well as Department officials, participated in the daylong conference, which included presentations from national and local experts on state and federal Tribal Title IV-E agreements. The Department engaged in follow-up discussions with six Tribes that were interested in exploring the possibility of a State/Tribal IV-E agreement for administrative activities. The first Wisconsin state/tribal Title IV-E agreement, covering administrative claiming, was concluded with the Bad River Tribe and became effective October 2013. Similar agreements followed for Lac du Flambeau, Lac Courte Oreilles, Oneida, and Menominee effective August 2014, October 2014, July 2016, and July 2017, respectively. Under the agreements, the State claims and passes through to the tribes the federal Title IV-E funding for Title-IV- E reimbursable activities, based on the tribe's reporting of administrative activities.

The Department continues to work with interested Tribes in development of new IV-E agreements as well supporting the tribes with current agreements in reporting. During this past year, the Department has begun coordinating and facilitating quarterly IV-E meetings between the DCF and those five tribes with IV-E agreements. Currently, Wisconsin is exploring efficient processing for maintenance claiming as some tribes are starting to express an interest.

Codification of ICWA into Wisconsin Statutes

The codification of the federal Indian Child Welfare Act into state statute was an important step to more effectively implement ICWA in Wisconsin. After a four-year effort, the Wisconsin Indian Child Welfare Act (WICWA) was created by 2009 Wisconsin Act 94, and became effective on December 22, 2009. Many issues were negotiated by the Tribes and the Department with various stakeholder groups. Ultimately, the bill was approved unanimously by the Senate and Assembly. The process of developing and passing the Wisconsin Indian Child Welfare Act is shown in the following documentary video: https://www.youtube.com/watch?v=ZCLUbS4FxWo

Wisconsin Indian Child Welfare Act (WICWA) Training

Through the Wisconsin Child Welfare Professional Development System (WCWPDS), DCF will continue to offer "Case Practice With American Indian Tribes". This training presents the reason and legislative intent of the Indian Child Welfare

Act, as well as the process for workers to follow in complying with ICWA in Wisconsin. Participants learn about Native American cultures and how to work effectively with American Indian families. They also learn to work collaboratively with tribal partners and offer culturally specific services to American Indian families. Ten sessions of this training were offered throughout Wisconsin in 2017 and sessions will be offered in 2018.

Technical Assistance

The Department will continue to offer technical assistance to counties and Tribes on the implementation of WICWA through the Department regional and Tribal Affairs staff. This has included on-site training and telephone consultation. The Department provided on-site training about the historical importance of the Indian Child Welfare act as well as the specific requirements of the Wisconsin Indian Child Welfare Act to the following:

- Division of Milwaukee Child Protective Services
- University of Wisconsin – Madison Social Work Student
- Fond du Lac County
- Burnett County
- Treatment Foster Homes through Family Works

Examples of prior collaboration to provide technical assistance include the DCF Tribal Affairs Specialist partnering with the Children's Court Improvement Program (CCIP) to provide training on the 2016 ICWA Federal Regulations to Shawano, Bayfield, Burnett, and Milwaukee Counties. Vilas, Forest, Jackson, and Brown Counties are scheduled to receive this training in 2018. This training is in conjunction with WICWA Review Summary Presentations.

Policy Development

The Department developed policy guidance in two key areas of the WICWA law. Policy guidance on the use of Qualified Expert Witness (QEW) was developed by a sub-committee of the WICWA Advisory Board, and issued in October 2013; it is available at the following link: https://dcf.wisconsin.gov/files/cwportal/policy/pdf/memos/2013-05.pdf. QEW training, for tribal staff is in the process of being scheduled through WCWPDS.

Guidance on the active efforts requirement was developed by a different sub-committee of the WICWA Advisory Board, was issued in December 2013, and is available at the following link: https://dcf.wisconsin.gov/files/publications/pdf/464.pdf

In collaboration with the Department and other stakeholders, the Director of State Courts developed and issued a number of court forms for use by circuit courts to implement WICWA requirements. These forms have been updated to incorporate 2016 ICWA Federal Regulation Requirements. An e-learning tool was also developed and released in 2014 to assist judges, attorneys, and guardians ad litem in the understanding and application of WICWA. http://wicciptraining.com/Content/wicwa_latest/story_flash.html

The state will continue to ensure this exchange occurs in the future through regularly established meetings and communications with the Tribes. Annual DCF/Tribal consultations will continue over the next five years. Between meetings, the Tribes are kept informed through written communication, frequent and ongoing meetings with DCF staff, tribal delegates serving on tribal/state committees and direct reporting on certain issues through established mechanisms.

Quality Oversight

Drawing on the protocols from the Department's overall Quality Service Review process, the Department developed a WICWA-specific tool to review the quality of WICWA compliance and child welfare practice through case reviews. Tribes were consulted throughout the development of the tool through reporting to the Indian Child Welfare Directors' meetings from September 2012 to April 2014.

The Children's Court Improvement Program (CCIP), has focused on improving adherence to WICWA requirements in the circuit court system, including use of qualified expert witnesses, compliance with placement preferences, documentation of active efforts, and providing notice in CHIPS, JIPS, TPR, guardianship, and adoption cases. In addition, the project aims to increase collaboration and cooperation among the circuit courts, tribes, county child welfare agencies, attorneys, and other stakeholders. When schedules permit, staff from DCF travel together with CCIP staff to conduct simultaneous WICWA reviews of the same counties.

These reviews have been undertaken with the Children's Court Improvement Program (CCIP) of the Office of Court Operations, which conducts joint focus groups with the Department with tribes, legal partners, and county child welfare agencies to discuss practice strengths and challenges in regard to WICWA compliance. Following the reviews with counties, feedback is given to the tribes and other stakeholders through a summary presentation in conjunction with CCIP and a final report is distributed to the county agency and tribes. In 2017, The Department collaborated with CCIP to review those counties initially reviewed in 2013. These reviews continued to include case reviews, focus group discussions and will be followed up with summary presentations. The summary presentations will be followed by training specific to the new Federal ICWA Regulations that went into effect December 2016. The counties reviewed in 2017 include Shawano, Burnette, Bayfield, and Milwaukee Counties.

Chafee Foster Care and Independence Act/Educational and Training Vouchers (Tribal)

(See the Chafee Foster Care Independence and Education and Training Vouchers Program Section for information relating to Tribal consultation, eligibility for benefits and services, and ensuring fair and equitable treatment for Indian youth under the Chafee Foster Care Independence Act and ETV).

6. John H. Chafee Foster Care Program

Chafee Foster Care Independence Program (CFCIP) and Educational and Training Voucher (ETV) program:
Wisconsin's Independent Living (IL) Program is designed to help system-involved youth age 14 and older develop crucial life skills and achieve outcomes similar to their non-system involved peers. In addition, youth who exit out-of-home care (OHC) at/after the age of 18, or after age 16 via an adoption or court-ordered guardianship, are supported by the program until age 21. The Department also receives approximately $700,000 in Chafee Education and Training Voucher (ETV) funds annually to support youth in achieving their postsecondary goals. IL eligible youth can access this funding for 5 years or up to age 23, whichever occurs first. Services provided are in alignment with the requirements of the federal John H. Chafee Foster Care Program for the Successful Transition to Adulthood. This plan addresses both Sec. 477 (42 U.S.C. 677) (a) of the Social Security Act and Wisconsin's progress on the Children and Family Services Plan (CFSP) goals.

Administration
In 2016 the Department intentionally shifted the use of Chafee funds from the county human services agencies to regional Transition Resource Agencies (TRAs) in order to provide eligible youth with continued support after exiting OHC. The implementation of the regional model was phased, with the last regional agency becoming operational January 2019. All TRAs are selected through a competitive procurement process and there is one TRA per Youth Services Region (see map). Counties utilize their Child and Family Allocation to provide services to youth 14 and over while they are in OHC, which ensures a continuum of service provision for youth 14 to 21 (or 23 for ETV).

To ensure equity in youth accessing services, some Chafee dollars are utilized to support tribes and the Division of Juvenile Corrections (DJC) in providing IL programming to their youth as well. This is accomplished through individual allocations rather than a competitive process. Tribes and DJC identify the youth they intend to serve and the services they will provide via an annual plan for service provision that they submit to the Department. Each completes a budget that identifies what will be needed to support the program and thus far DCF has been able to fully fund the requests that have been made. As federal funds begin to be fully spent, additional state resources may be needed to support the program.

Description of Eligibility, Continuum of Services and Linkages to Other Services
Wisconsin's IL and ETV Programs provided services and supports to youth aged 14-21 years. Eligibility for Wisconsin's Chafee services while youth are in care includes the following:
- those youth who are in out-of-home care for at least 6 months any time after the age of 14, for as long as they remain in care;
- those youth who turn 17.5 while in out-of-home care or who are 17.5 or older when they enter care are automatically eligible for as long as they remain in care.

Eligibility for Wisconsin's Chafee services after a youth exits from care and up to age 21 (23 for ETV) includes the following:
- those youth who are adopted after age 16 (not eligible for room and board supports);
- those youth who enter guardianship under Chapter 48 or long-term kinship care after age 16;
- those youth who exit out-of-home care at age 18 or older, including youth justice youth living in and aging out of an out-of-home care placement setting.

The assessments used by CW agencies to determine the level of life skills development is the Casey Life Skills Assessment and Daniel Memorial Assessment. The Child and Adolescent Needs and Strengths assessment, required of all Wisconsin children in OHC provides further information on level of overall functioning, impact of trauma, and youth strengths, needs, etc. Many agencies will also use information from a youth's Special Education Transition Assessment (if they have one) to inform decisions around appropriate activities.

Services provided by the county focus on promoting normalcy and providing youth with opportunities to learn skills associated with daily living, job readiness, interpersonal relationships, etc. Youth are also supported with obtaining employment, housing, identifying and pursuing education related goals, and remaining connected to caring adults and their communities for ongoing support. TRAs are a resource for county workers serving youth in care, as they are responsible for being aware of and connected to community resources. Youth being served by the county are also encouraged to become involved with the regional YACs.

Wisconsin currently permits foster care extension for youth 18-21 who have an Individualized Education Program (IEP) and are still in high school. The establishment of the TRAs allowed the remaining eligible youth to be supported through a type of community-based extension of care. In this arrangement, youth are no longer required to be connected to "the system" but they still receive similar supports, such as: individual coaching/case management; support with job readiness and employment; connections to housing and financial assistance, when needed; access to the resources needed to pursue post-secondary educational goals; support and guidance with regard to health, well-being and relationships; and advocacy opportunities through regional Youth Advisory Councils (YACs). At age 17 ½, the caseworker, TRA, youth, and other supportive adults identified by the youth create the Independent Living Transition to Discharge (ILTD) plan and complete the required activities in the 90 days prior to a youth exiting OHC as required under the federal Fostering Connections and Increasing Adoptions act as well as Wisconsin statutes 48.39 and 938.38.

Philosophy and Goals

The goal of DCF is for life-skills development and the activities related to successfully transitioning from OHC to adulthood be provided in a timely, flexible, coordinated, and developmentally appropriate way building on the strengths of youth, families, the community and cultural groups, and utilizing the expertise within the home, school and community; as indicated throughout this report.
It is expected that the bulk of life-skills development occurs in the natural setting of the home, school and community as foster parents create teachable moments in the home, encourage involvement in extracurricular activities and meet with the youth and school counselor for career and college advising, etc. For youth in group and residential settings, life skills development should be provided by the group care provider or social worker, as agreed upon by the agency, provider and youth.

For those young people who never achieve permanence, it is critical that significant transition activities and supports are available to meet the individualized needs of youth exiting care to adulthood and throughout the time of transition to age 21, and that outreach to this population is ongoing.

The overarching goals of the Wisconsin CFCPSTA are outlined in the Youth Services Framework (see attached) and include:
Education: Every Youth has a high school diploma or is on track to receive a high school diploma and has the support to pursue and complete post-secondary education, training, and employment.

Employment: All youth have had at least one paid job opportunity before they turn 18 years old. Through training and employment opportunities, all youth have obtained the skills needed for employment that pays a living wage with benefits and a career path.

Housing: All youth are in safe, stable and affordable housing and have access to a range of housing options.

Connections: Youth are connected to supportive adults and to their community.

Well-being: Youth have the opportunity and support for their well-being in its many forms, including social, emotional, mental, intellectual, and physical.

Services and Outcomes Data

Over the next five years, DCF will provide services information as documented in eWiSACWIS, as well as data related to targeted outcomes gathered from regional TRAs and the National Youth in Transition Database (NYTD).

DCF has begun working to create opportunities for data sharing between DCF and DOC, DPI, DHS, Credit Reporting Agencies and Homeless shelters. These exchanges will yield additional data to shed light on the experiences of youth after leaving out-of-home care. DCF continues to survey all 17-year-olds, every year with the NYTD survey and follow up at 19 and 21 with all youth. DCF plans to share data from NYTD and other sources with a broad range of stakeholders including other Departments, tribes, youth and local service agencies.

A current strength of the program is the number of youth continuing to receive services after exiting OHC. An identified weakness is the lack of housing resources in the state, which increases the difficulty in ensuring young people with no credit or poor credit have access to stable, quality housing. As a result, funding used for housing is minimal. It is also unknown if the service structure that currently exists is working to ensure a continuum of services for young people. For this reason, DCF will be focusing on gathering and strengthening outcome data in the next five years.

IV-E Foster Care Assistance After Age 18

Wisconsin passed legislation to extend foster care for youth who have not graduated from high school, who have an active IEP and are full-time students. This legislation was effective August 2014. All costs related to the extended OHC placement for youth will be paid for with state and county dollars, with matching IV-E funds as applicable. Life skills development and practice opportunities will continue to be made available, with young people taking on increased responsibilities commensurate with their age and developmental abilities. DSP is seeking to expand the use of supervised Independent Living placements where youth are able to remain after they leave care as well.

Coordination and Consultation with Stakeholders

Collaboration regarding the IL Program takes place at various levels of government, educational systems, and individuals in the youth's life, as documented throughout this plan. Of special note are the following collaborative efforts, many of which are ongoing:

1) BYS regularly convenes representatives from other divisions within DCF, as well as Wisconsin's other state agencies in order to share information about services available to WI's young people. The intent is to eventually map youth services, eligibility information, and funding throughout the state departments to assess areas to partner, streamline services and/or address system needs/gaps.

2) Regional Transition Resource Agencies are required to build a pro-youth public/private network of services, providers and supports to meet the needs of youth living throughout the region. As a result, regional partnerships in the areas of education, employment, housing, health and social/emotional well-being exist.

3) BYS staff hold monthly conference calls with at least one representative from each of the IL regions. These serve as an opportunity for DCF to offer direct updates to contracted partners, while also asking and responding to questions. Contracted partners also have the opportunity to network with each other and troubleshoot difficult issues. DCF also invites subject matter experts (e.g. Department of Workforce Development, Department of Corrections, and Department of Health Services partners) to participate on the call to share out information that will help inform contracted partners' practices.

4) BYS staff hold summits in each of the IL regions. DCF staff facilitate these meetings, but the intent is that they provide an opportunity for different individuals involved with IL service provision to receive updates directly from DCF, ask questions, troubleshoot issues, provide feedback, etc. The summits are held in each region at least once per year. In addition, the questions and conversations that have come up during these gatherings have informed DCF's work (including updates to eWiSACWIS). County, regional, and tribal partners are all invited to attend.

5) DCF contracts with the University of Wisconsin Madison Survey Center to get assistance in achieving greater and more consistent participation in the NYTD Survey.

6) BYS hosts a biennial Youth Services Conference which brings together DCF staff, county agency staff, contracted providers, and community partners for two days of sessions focused on improving youth outcomes and rooted in the Bureau's Youth Framework.

7) BYS hosts a Grantee meeting, which includes at least one representative from each of the agencies contracted to provide services via BYS's Independent Living, Brighter Futures, and Runaway and Homeless Youth Initiatives.

8) BYS staff facilitate the Foster Youth to College (FYC) advisory group. The group, made up of high school and postsecondary representatives, as well as DCF and Department of Public Instruction staff, works to identify the challenges youth formerly in out-of-home care face to enter and succeed in postsecondary programs, and develop resources to increase positive outcomes. Over the past few years, the group has focused on leveraging existing postsecondary supports to assist this population while also developing resources and creating training opportunities to increase the supports available to the youth.

9) DCF has established a strategic plan with the Department of Public Instruction in order to implement the requirements of the Every Student Succeeds Act (ESSA) which became effective December 2016. Members of each department meet monthly, at minimum, and work to support the local education agencies and county/tribal child welfare agencies so as to improve educational outcomes for youth in out-of-home care. Joint research projects have been developed to support this work as well.

10) BYS staff support two youth councils, the Youth Advisory Council (young people with child welfare experience) and the Youth Leadership Teams (young people with youth justice experience), to ensure youth voice is represented in the Bureau, Division, and Departments work.

The **Wisconsin Youth Advisory Council (W-YAC)** is the primary youth stakeholder group that DCF consults with on issues related to OHC and CFCPSTA. Wisconsin encourages youth participation in the Wisconsin State Youth Advisory Council (YAC) consisting of current and former foster youth. Subsidiary YAC groups, supported by Independent Living Transition Resource Agencies (TRAs) are also located in each of the seven Youth Services Regions across Wisconsin. Regional YACs meet monthly to influence policy change and to educate communities and DCF about youth experiences in foster care. Their mission is reaching out to and advocate for young people currently in the foster care system. They do so through presentations, meetings with legislators and participating in trainings and select events.

During 2020-2024 efforts for expanded youth involvement will include:

1. Six statewide meetings per year, as well as monthly regional council meetings.
2. YACs continued service as a Wisconsin Citizen Review Panel under Child Abuse Prevention and Treatment Act (CAPTA), attending the National Conference annually and making recommendations to DCF.
3. DCF sponsoring two Wisconsin foster youth alumni for participation in the Foster Club All-Star Internship. Interns may return to Wisconsin and become an active member of YAC (if not already), and serve as a mentor to peers regarding advocacy, outreach and leadership.
4. The planning and implementation of the annual Hands Around the Capitol event that occurs as part of National Foster Care Month in May.
5. Continued engagement at the state and local level, including meetings with legislators, panels at conferences, and regular consultation regarding child welfare policy.

Coordination and Consultation with Tribes:
Of the 11 federally recognized tribes in Wisconsin, 5 are currently receiving funding: Bad River, Ho Chunk, Lac Courte Oreilles, Menominee, and Red Cliff. Two other tribes applied for funds, but determined they were not in the position to develop an IL program; DCF will continue to provide this as a funding opportunity for tribes. Four of the five tribes receiving IL funds have access to the eWiSACWIS Independent Living page, enabling them to directly enter service information for their youth.

DCF has invited tribal representatives to its regional IL summits since beginning them in 2017. The summits are held throughout the state annually to discuss policy/programming initiatives and issues, and to provide technical assistance and consultation to agency IL coordinators; some tribes have elected to attend. Tribes receiving IL funds directly from DCF participate in training and also receive one-on-one technical assistance from DCF including support for new programs in developing policies and procedures, annual program visits, and notifications of resources and culturally relevant trainings.

Additionally, in 2018, DCF awarded an IL innovation grant to the Lac Courte Oreilles tribe to address barriers to driving and transportation for IL-eligible tribal youth. Lac Courte Oreilles reservation is located in northern Wisconsin, where public transportation is not easily accessible, and the cost of adding a youth to their insurance is unrealistic for many kinship providers. Under this grant, Lac Courte Oreilles subsidizes the insurance cost for care providers, covers the cost of driver's education, and teaches basic car maintenance. This grant opportunity was open to both counties and tribes, with awards being made in July of 2018.

Tribal youth in Wisconsin who are not able to access IL services directly through their tribe are able to receive services through the child welfare agency in their resident county while in out-of-home care, and through a regional Transition

Resource Agency upon "aging out". All county agencies serving tribal children confirm collaborative efforts with local tribes. DCF is not aware of any tribes planning to apply directly to ACF for funds. All tribes, whether they receive funding directly from DCF or services from the county agency, are made aware of IL policies and procedures, including eligibility through the DCF Policy and Informational Memo process.

Health Care Coordination for Youth Aging Out-of-care:
- Local CW agencies work with youth prior to exiting care in order to ensure they understand their medical needs, get signed up for Badger Care Plus and understand how to get recertified for health care annually.
- DCF collaborated with the DHS to ensure proper implementation of the provision of the Affordable Care Act relating to former foster youth. Youth will be able to sign up electronically or over the phone or by filling out a paper enrollment form. Regional Transition Resource Agencies and local DHS entities are available to assist former foster youth in the process. DCF and DHS also established an agreement allowing all youth who aged out of care in another state and subsequently move to Wisconsin health care coverage under this provision.
- The Medicaid Care4Kids program provides coordinated and comprehensive physical, behavioral and dental care during the period a youth is in out-of-home care and for a year after a youth leaves care, thus providing continuity of care and the benefit of a health coordinator for youth who age out of care.

Education and Training Vouchers

Wisconsin ETV Program eligibility requirements are:

- Education and training vouchers (ETV) will be available to all youth that exit out-of-home care at age 18 or older or those that exited care after age 16 due to adoption, or guardianship for costs associated with postsecondary attendance and participation up to age 23, or for a maximum of five years.
- Continued eligibility is dependent on enrollment in an accredited or pre-accredited postsecondary program, and satisfactory academic progress toward the completion of that program.

Services, equipment and other items beneficial to youth accessing and participating in higher education and training programs are regularly identified and incorporated into the ETV Program. In 2016, the Wisconsin Department of Children and Families (DCF) began contracting with regional Transition Resource Agencies (TRA) to provide independent living services and some ETV funding to former foster youth between the ages of 18 and 21. Moving forward, these same agencies will have additional flexibility to provide eligible youth with ETV funds, now known in Wisconsin as **Brighter Star**. TRAs will now serve as "one-stop-shops" for youth eligible for independent living services and supports. All youth eligible for independent living services until age 21 are also eligible for Brighter Star up to age 23, or a maximum of up to 5 years, if they meet the school type and academic requirements.

In addition to the program criteria, defined in section 102 of the Higher Education Act of 1965, Wisconsin instituted the following guidelines in 2018:
- Brighter Star/ETV assistance will not exceed the lesser of $5,000 per year or the total cost of attendance as defined in section 472 of the Higher Education Act.
- Brighter Star may provide funding for any direct costs (i.e., tuition, books, and fees) associated with attending an institution of higher learning. Funds may also be used for the purchase of technical equipment or assistance to include, but not be limited to: computers, books, calculators and supplies associated with coursework.

- Local agencies may provide additional assistance or support necessary for successful completion of higher education, including, but not limited to: tutoring, transportation, child care, housing, program entry testing, registration fees and vocational training activities.
- Brighter Star funds may not be used to pay for post bachelorette education.

State and local agencies partner with secondary and postsecondary institutions and each other to increase awareness of the educational challenges faced by youth aging out of out-of-home care and the Brighter Star through collaborations with DPI and local school districts.

Training

- DCF will partner with the Wisconsin Child Welfare Professional Development System to create a training to assist workers in completing the credit check process and remediating credit.
- DCF will partner with the University of Wisconsin – Madison Division of Continuing Studies will create training for county and tribal CW agencies, foster parents, and contracted providers on the topic of creating the Independent Living Transition to Discharge Plan.
- DCF staff will work to create an Independent Living 101 training for county and tribal child welfare agencies.

Targeted plans with the 2020-2024 CFSP
Foster and Adoptive Parent Diligent Recruitment Plan
Health Care Oversight Plan
Disaster Plan
Training Plan

Appendix C: Institute for Research on Poverty TPR Timeliness Data

Termination of Parental Rights (TPR) and Adoption Timeliness

Steven T. Cook November 2018
Revised December 2018

Research | *Training* | *Policy* | *Practice*

This report has been completed by staff of the Institute for Research on Poverty (IRP) at the University of Wisconsin – Madison as part of an agreement to provide data analysis and support for the collaborative project between the Children's Court Improvement Program (CCIP) at the Wisconsin Director of State Courts Office (DSCO) and the Wisconsin Department of Children and Families (DCF) to develop and implement a plan assessing the reasons for delays in the process of terminating parental rights (TPR) and adoption of children in child welfare cases. The data analysis presented in this report builds on findings presented in a preliminary memorandum delivered in June 2018. The results here correct some data errors and take in to account additional comments about the data made by DSCO and DCF staff after their review of the earlier memorandum.

Background

It is generally acknowledged that the best interest of children who have been removed from the home by the child welfare system is served by achieving permanency for the child as quickly as possible. When it is determined that a child in foster care cannot be re-unified with their parent(s) and that placement with a guardian is not an option, the remaining permanency outcome is an adoption. Completing the adoption of a child in foster care requires several steps: first is the determination by the child welfare system that adoption is an appropriate permanency goal for the child, that other permanency goals (such as reunification or guardianship) are not achievable, the filing of a petition terminating the parental rights of the child's parent or parents, the approval of that TPR petition, and then the adoption itself.

Federal and state law provide guidance on how quickly the child welfare system should move to resolve TPR and adoption when children are determined to be best served by adoption as their permanency goal. The federal Adoption and Safe Families Act (ASFA) requires State agencies to file a petition to terminate parental rights when a child has been in foster care for 15 of the most recent 22 months, unless one of the following exceptions apply: 1) when the child is in foster care with a biological relative (Kinship Care); 2) when the agency documents a compelling reason why termination of parental rights is not in the child's best interest; or 3) when the state has failed to provide services necessary for reunification (ASFA, P.L. 105-89). Similar requirements have been adopted into Wisconsin state law (s. 48.417, Stats.).

Recent analyses have found that many TPR petitions in Wisconsin do not occur within these timeframes. In a recent memorandum completed for the Wisconsin Children's Court Improvement Program (CCIP) we found that, even when considering only those cases that had progressed to a TPR, only about 30 percent of TPR petition filings in 2015-2017 occurred within 15 months of the child's removal from the home, and only 60 percent had occurred within 2 years of removal (Cook, 2018). [1] Some delays in TPR petition filing can be justified by applicable ASFA exceptions, but, given the agreement that quick resolutions to children's situations would be in their best interest, the CCIP program at the Wisconsin Director of State Court and the Division of Safety and Permanence at the Wisconsin Department of Children and Families have undertaken a collaborative project to better understand the factors that lead to delays in the process of terminating the parental rights and placing in adoption those children who have been removed from their home due to issues of child abuse or neglect, and who have had adoption listed as a permanency goal. This report examines data from the child welfare system and the state court system to further understand the steps of the TPR and adoption process, and consider what factors may lengthen those steps and therefore result in delays. As this process is both an administrative one, overseen by the child welfare system, and a legal process, overseen by the court system, we must consider the roles of both government branches in determining the length of time TPR and adoption can take.

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[1] Cook, ST (2018) Memorandum "Initial Report on Data and Outcomes for the Termination of Parental Rights (TPR) and Adoption Timeliness Project" June 14.

Data and Analysis

We have utilized child welfare records from the state electronic Wisconsin Statewide Automated Child Welfare Information System (eWiSACWIS) that have been matched to children's court records available in the Circuit Court Access Program (CCAP). We have been able to match over 90 percent of children in out-of-home placements in eWiSACWIS with their relevant children's court cases. This matched data is used to determine the cases of children relevant to the TPR and adoption process, to calculate the time spent in various steps of those processes, and to examine how those lengths of time vary by child and case characteristics.

Analysis Data Sample and Duration Outcomes

For this analysis we use eWiSACWIS to identify 39,123 children[2] who experienced any time in an out- of-home placement in the years 2010-2017 and then select the 14,186 who have adoption ever listed as a current or proposed permanency goal (even as a concurrent goal with others).

While most children who ultimately have a TPR and/or an adoption recorded in eWiSACWIS appear in the sample described above, there are some children with TPRs or adoptions who either do not have a recorded out-of-home episode, or who are out-of-home but who never had adoption listed as a permanency goal. We handle these outlier children as such:
1) There are 660 children who have finalized adoptions in 2010 to 2017 recorded in eWiSACWIS but who never were in out-of-home care in Wisconsin. These children are all either (1) adoptions that are not associated with a child welfare case (private adoptions that are entered into eWiSACWIS in order to process their adoption assistance case), or (2) Wisconsin adoptions of children from other states, that are recorded in eWiSACWIS under the Interstate Compact on the Placement of children without any Wisconsin child welfare. There are also an additional 49 children who have a TPR request or petition in 2010 to 2017 recorded in eWiSACWIS but with no out-of-home episodes in the data. Since these 709 children do not have any out-of-home episodes in Wisconsin, we exclude them from the analyses of timeliness.
2) There are 176 children who do have out-of-home episodes and never have adoption listed as a permanency goal, but then go on to have a TPR and or an adoption recorded in eWiSACWIS in 2010 to 2017. We add these children to our sample and consider them in the timeliness analyses for the outcomes that they actually experience. Of course, they will not have experienced having adoption listed as a permanency goal, so they cannot be included in the analyses of the durations that start or end with that step.

The addition of the 176 children leaves us with a sample of 14,362 children from eWiSACWIS.

A small number of children (N=384) could not be matched to court records, including 113 children who cannot be matched due to being unnamed in eWiSACWIS (children referred to as "baby" or "doe"), the remaining 13,178 children were matched to their children's court records including CHIPS (Children in need of protective services), JIPS (juveniles in need of protective services) and delinquency cases. Children who could not be matched with court data were excluded from those outcome durations that came from court data, but were retained in the other outcome analyses that only depended on eWiSACWIS data.

For each child in the analysis sample we calculate the time between the seven potential steps in the process of moving from a removal, to a determination of adoption as a permanency goal, to TPR and

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[2] Note that eWiSACWIS includes all child welfare out-of-home episodes in the state, but only includes children who were listed as out-of-home due to juvenile justice involvement for all counties in the state except Milwaukee.

Children in Milwaukee County juvenile justice placements are not included in this sample.

adoption. Of course, not all of these children experience each of these steps. All children in this sample will have been removed from home, and almost all will have had adoption identified as a permanency goal, but not all will leave out-of-home care by the end of 2017, and only a subset will have experienced a TPR or adoption outcome. Therefore, the sample over which we observe each duration outcome is different.

The duration outcomes (and the samples for each outcome) are:

1) The time from a child's most recent removal to their exit from out of home care (N=10,236).
   - This is the full time spent in out-of-home care in the most recent episode. The remaining duration outcomes are components of this full time period, although this is calculated over a smaller sample than the next outcome since it can only be calculated over those who actually exit care.
2) The time from a child's most recent removal to the date of the first permanency plan where adoption is listed as a current or proposed permanency goal after the most recent removal (N=13,447).
   - We only consider the permanency goals established during the most recent removal, but note that a substantial minority of these children have had adoption listed as a permanency goal during a previous removal episode.
3) The time from the identification of adoption as a permanency goal to leaving out-of-home care (N=9,530).
   - Not all children who have adoption listed as a permanency goal will end up being adopted; these children can leave care for other reasons. This duration outcome considers the remaining time spent in out-of-home care regardless of whether leaving care happens through adoption or some other means.
4) The time from the identification of adoption as a permanency goal to the final adoption order (N=4,611).
   - Among those children leaving care after adoption is recorded as a permanency goal, only a subset go on to actually be adopted. This column looks at the time it takes to move from adoption being considered to being completed, for those who actually are adopted. The next three durations then break this process down, through the filing of a TPR, to getting a TPR order, to the final adoption order.
5) The time from the identification of adoption as a permanency goal to the filing of a TPR petition (N=6,456).
   - Approximately 2/3rds of children with adoption listed as a permanency goal have a TPR petition filed.
6) The time from the filing of a TPR petition to the TPR order (N=5,694).
   - Of those who have a TPR petition filed, most (89 percent) receive an order completing the TPR.
7) The time from an approved TPR to the adoption finalization (N=4,287).
   - Three-quarters of children with an approved TPR end up leaving out-of-home care through adoption

Table 1 shows the median of these durations across the full analysis sample, along with the number of children who experience each duration outcome.[3] We also show median durations separately by various county-, case-, and individual-level characteristics, in order to show whether duration outcomes may vary with these factors. The county-level characteristics include county, county size, who prosecutes CHIPS

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[3] Median durations are used instead of means, since mean durations may be skewed by small numbers of cases with extremely long duration times, especially in smaller counties or other groups. We also present mean durations for the full sample of children.

cases and TPR cases in a county. Administrative and court characteristics include the number of child welfare workers who are listed as making out-of-home care decisions for the child, the number of court officials who were identified across all the child's court cases, the total number of court cases the child was involved in, and whether any of these were juvenile justice cases. Finally child-level characteristics include child's age at the time of most recent removal, race/ethnicity, tribal status, and their total CANS score as assessed at the first assessment after their most recent removal. When the number of children with a particular characteristic experiencing a duration is less than 10 we exclude those durations from the table, both to prevent identification of individuals and in recognition of the unreliability of means derived from small sample sizes.

Results in Table 1 show that, for the whole sample of children who had been in out-of-home care from 2010 to 2017 and had adoption as a permanency goal (or experienced a TPR or adoption without such a goal), the median child spends just over 2 years (863 days) in out-of-home care in their most recent removal episode (this does not include time spent in previous episodes). The time for adoption to be identified as a permanency goal is approximately six months (166 days) for the median child, with the vast majority having adoption listed as one of their permanency goals at the time of their first permanency plan after removal. Once adoption is identified as a goal, the median child will spend a little less than two years (631.5 days) before leaving care, although for those leaving through adoption, that time is longer (726 days). That time between having adoption identified as a permanency goal and leaving care by being adopted is divided into the time before having a TPR petition filed (316 days), the time for the TPR petition to be approved (138 days), and then the time for an adoption to be finalized (179 days).

There is substantial variation across counties in the average durations for each of these steps. Median length of time in out-of-home care ranges from nearly 3 and a half years (1,275 days in Shawano County) to as short as a year and 3 months (475 days) in Barron County. Identification of adoption as a permanency goal for the median child happens by six months in most counties (with some notable exceptions), but the steps after that differ widely; the median child can spend anywhere from 237 more days in care (in Washburn County) up to 920 days (in Jefferson County). As a rule, children leaving care via adoption spend an even longer time in out-of-home care. It appears that the differences in times to filing the TPR petition is the driving factor in the county variation in time from adoption permanency goal to final adoption; times between TPR filings (or approvals) and adoption finalization appears to vary less across counties than earlier stages in the process. Some other county characteristics (county size, who prosecutes CHIPS cases and TPR cases, whether the county received Title IV-E pass-through funding) do not appear to be associated with any large systematic differences in duration outcomes.

Higher numbers of child welfare workers, court officials, and total number of cases are associated with longer times in out-of-home care, and in most of the step-specific duration outcomes. This may reflect that longer durations provide a longer time for staff to turnover, or it may be that more complicated cases require more time and more staff involvement.

Children's characteristics generally do not demonstrate consistent relationships to any of the duration outcomes, though there are a few exceptions. Children who were older than 12 at their last removal take a longer time to have adoption identified as a permanency goal, 251 days versus just 129 days for infants. African-American children generally take longer to get through all steps of the removal to adoption process, although some of this reflects the geographic concentration of blacks in counties with longer durations. Similarly, tribal membership is associated with longer durations throughout most steps of the adoption process, which may reflect geographic concentration, but may also be due to the extra steps required by ICWA regulations.

Children with more intensive needs (as reflected in higher CANS scores) stay in care for longer, with notably longer times for those with the highest scores (100 and above). The median stay in care for those

children is nearly 3 and half years, and they take longer to move from the listing of adoption as permanency goal to a finalized adoption (955 days versus 644 days for those with the lowest CANS scores). Interestingly, children with lots of previous experience in foster care (those with multiple previous episodes out-of-home, and those with more time spent out of the home) do not have noticeably longer times spent in care in the latest removal episode, and those who proceed to TPRs and adoptions do not take longer to do so.

Having ASFA exceptions recorded on the case is associated with longer time removed from home, and in moving from adoption as a permanency goal to leaving care (both through adoption and more generally). Since the purpose of ASFA exceptions is specifically to justify not moving to TPR and adoption at the speed required by regulations, it is not too surprising that these children move through the system more slowly.

The details surrounding how adoption is used as a permanency goal are related to durations. Those children who have adoption listed as their only permanency goal move out of care and through the adoption process much quicker than those who have adoption as a goal along with other possible goals. Notably, those who have adoption as a goal along with the goal of placement with a relative, or along with other goals (alternative permanent plans such as independent living or sustaining care) are much slower to have adoption included as one of their goals and spend substantially longer in care overall. Interestingly, those children who have adoption as their primary permanency goal take substantially longer to have adoption decided upon as a goal than those children for whom adoption is recorded as concurrent, or a proposed goal; but once they do have this goal, they appear to move to TPR filings and approvals faster than other children. Of course, when adoption is listed as a concurrent or proposed goal, it is likely due to the fact that other preferred permanency options are (reunification or guardianship) are being pursued first.

Conclusion

Both in the interest of complying with federal and state regulations, and in furtherance of the best interest of children, the state of Wisconsin is reviewing the TPR and adoption process to identify ways to eliminate any unnecessary delays in moving children for whom adoption has been determined to be an appropriate permanency outcome through the process of having parental rights terminated and having an adoption completed. This report examines children's characteristics and features of the child welfare system that may be associated with longer times in care and a slower progression towards final adoption for these children. We find that there is substantial variation across counties in the time it takes children to move through the stages of the removal-TPR-adoption process, but the specific county level characteristics we examine here do not appear to be driving these county differences. There may be other aspects of county policy and practice not examined here that account for these differences, but it is also possible that differences in the characteristics of the children coming into each county's CPS system are factors as well. Children with more needs (as measured by CANS scores) spend more time in care and are slower to get to adoption, while, surprisingly, children with longer histories in the child welfare system appear to move through more quickly.

While the current report has looked at the descriptive relationship between each of these child/case/county characteristics separately, it may prove fruitful to examine how and if the relationships play out if considered together at the same time. Using a multivariate statistical estimation approach to look at these relationships all at once would be a logical next step. We look forward to collaborating with DSCO and DCF staff on developing a strategy for further analysis.

Table 1: Number of Days Between Important Steps in the Termination of Parental Rights and Adoption Process
For Wisconsin Children Experiencing Out-of-Home Care with Adoption as a Permanency Goal Anytime between 2010 and 2017

	N	Days from Most Recent Removal to Departure from Out of Home Care		Days from Most Recent Removal to Determination of Adoption as a Permanency Goal		Days from Determination of Adoption as a Permanency Goal to Departure from Out of Home Care		Days from Determination of Adoption as a Permanency Goal to Final Adoption Order		Days from Determination of Adoption as a Permanency Goal to TPR Petition Filing		Days from TPR Petition Filing to TPR Order		Days from TPR Order to Final Adoption Order	
	N	N	Median	N	Median	N	Median	N	Median	N	Median	N	Median	N	Median
All (mean)	14362	10236	863 (1033)	13447	166 (260)	9530	631 (795)	4611	726 (811)	6456	316 (380)	5694	138 (213)	4287	179 (257)
County of SACWIS case															
Adams	41	35	661	40	156	34	408	16	612	21	357	18	224	14	112
Ashland	18	6	*	17	352	6	*	2	*	3	*	3	*	1	*
Barron	244	157	475	231	56	150	377	52	651	82	328	65	183	44	271
Bayfield	21	19	865	18	159	16	705	10	696	13	282	12	55	8	*
Brown	426	325	847	374	181	285	608	127	693	172	344	152	72	115	205
Buffalo	20	10	1005	20	105	10	721	7	*	9	*	8	*	7	*
Burnett	36	21	746	33	60	18	604	15	655	15	176	15	148	14	308
Calumet	39	35	820	37	160	34	580	22	772	21	379	21	54	20	290
Chippewa	153	89	635	143	146	81	518	51	597	58	364	56	46	43	244
Clark	46	28	1053	44	158	26	750	15	520	20	275	19	29	13	247
Columbia	82	61	934	77	171	56	623	27	882	33	459	31	73	27	177
Crawford	19	18	1252	18	379	17	740	12	718	10	266	10	63	9	*
Dane	752	605	919	718	308	578	656	284	761	396	321	338	161	263	177
Dodge	110	88	1014	103	301	81	695	58	743	66	339	63	119	56	161
Door	29	23	556	25	175	20	440	8	*	8	*	7	*	7	*
Douglas	76	53	794	73	330	52	443	21	483	26	303	22	135	15	105
Dunn	96	65	765	88	71	58	641	35	678	49	302	48	71	34	203
Eau Claire	306	206	881	275	164	178	604	84	589	112	347	102	30	74	242
Florence	6	6	*	6	*	6	*	0	*	4	*	4	*	0	*
Fond du Lac	367	218	1122	355	308	210	789	123	832	170	525	150	92	117	167
Forest	11	8	*	9	*	8	*	4	*	5	*	3	*	2	*
Grant	40	32	949	34	279	30	731	19	816	21	279	20	48	16	279
Green	92	76	633	89	57	73	473	36	600	32	446	32	62	29	137
Green Lake	33	24	574	33	169	24	508	12	527	17	323	16	51	11	189

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	N	N	Median	N	Median	N	Median	N	Median	N	Median	N	Median	N	Median
Iowa	18	14	633	16	76	13	607	5	667	8	265	8	59	6	356
Iron	12	7	*	11	60	7	*	4	*	5	*	4	*	4	*
Jackson	148	124	674	138	58	114	613	30	841	42	546	40	118	26	255
Jefferson	116	70	1313	111	333	68	920	29	961	48	530	46	65	24	270
Juneau	83	45	647	78	325	40	384	15	524	32	356	30	115	14	184
Kenosha	616	386	902	603	140	374	671	212	753	302	412	273	114	206	213
Kewaunee	45	35	1227	42	232	32	580	27	757	28	173	28	63	24	103
La Crosse	373	291	962	353	166	274	688	130	792	185	389	177	49	111	315
Lafayette	15	9	*	12	329	6	*	3	*	5	*	7	*	3	*
Langlade	62	37	933	52	343	30	842	9	*	15	581	17	109	12	112
Lincoln	24	15	1205	21	158	13	657	9	*	10	417	10	39	10	165
Manitowoc	182	149	757	168	149	137	622	63	765	75	419	73	129	57	176
Marathon	233	154	832	216	106	138	641	79	680	91	392	85	103	72	167
Marinette	76	51	669	71	61	47	586	16	812	21	471	18	116	16	189
Marquette	29	21	800	28	172	21	559	14	854	13	370	13	62	13	205
Milwaukee	4603	3485	949	4292	257	3232	707	1548	727	2430	261	2002	239	1483	128
Monroe	113	72	936	109	180	70	592	49	646	68	258	57	134	47	226
Oconto	40	31	1057	35	183	27	761	14	945	21	358	18	130	13	347
Oneida	66	58	871	63	334	55	454	36	525	30	237	28	127	28	159
Outagamie	337	197	737	329	60	191	490	92	756	98	374	87	101	77	199
Ozaukee	81	63	766	69	147	53	634	28	818	35	384	35	99	27	148
Pepin	3	3	*	3	*	3	*	2	*	2	*	2	*	1	*
Pierce	54	42	672	51	245	39	587	17	701	27	196	22	118	17	291
Polk	82	57	854	75	182	55	600	32	745	41	308	38	68	29	210
Portage	193	108	689	184	60	102	620	24	829	44	585	41	51	20	133
Price	15	14	795	13	335	12	467	8	*	6	*	6	*	6	*
Racine	492	317	1010	455	179	291	791	47	1101	178	500	162	134	43	200
Richland	43	35	991	39	172	31	707	22	710	24	246	22	139	19	290
Rock	599	408	725	569	140	383	482	189	586	202	217	193	133	169	187

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	N	N	Median	N	Median	N	Median	N	Median	N	Median	N	Median
Rusk	28	24	664	26	177	22	496	15	497	19	194	17	113	14	189
St. Croix	49	33	917	47	270	32	621	22	751	22	238	23	72	21	231
Sauk	68	54	1174	65	320	52	783	37	791	49	364	44	157	35	223
Sawyer	27	21	670	23	61	17	658	6	*	8	*	8	*	5	*
Shawano	52	44	1275	51	500	43	718	23	749	26	193	25	159	19	250
Sheboygan	386	240	578	360	82	218	417	76	776	100	449	92	29	72	159
Taylor	24	21	795	23	295	20	349	11	443	17	170	14	114	11	174
Trempealeau	61	39	698	57	162	35	509	18	539	22	211	21	79	17	205
Vernon	56	40	708	53	60	40	504	20	632	26	149	25	61	19	386
Vilas	27	13	1092	27	554	13	563	10	759	11	370	9	*	8	*
Walworth	256	200	788	240	152	188	619	90	880	122	395	116	143	88	204
Washburn	26	18	478	25	168	18	237	3	*	7	*	4	*	3	*
Washington	118	75	808	114	296	73	525	57	539	61	215	60	112	55	172
Waukesha	296	221	764	276	67	202	545	127	622	153	295	135	126	124	172
Waupaca	106	80	782	101	59	75	500	38	749	45	345	39	89	35	236
Waushara	65	60	491	63	57	58	418	23	635	28	323	27	45	22	289
Winnebago	437	349	732	404	109	326	617	148	878	172	553	163	78	140	139
Wood	253	196	678	246	60	189	568	94	702	119	399	115	74	83	160
County Population													
Over 750K	4599	3481	948	4288	257	3228	706	1545	725	2427	261	1999	239	1480	128
150K-750k	3946	2800	842	3720	165	2623	610	1223	729	1669	370	1499	122	1134	183
100K-150K	2031	1376	869	1907	153	1273	633	634	761	836	395	777	65	584	200
50K-100K	1460	1046	821	1374	127	979	632	509	755	632	399	603	85	462	189
Under 50K	2069	1467	739	1937	156	1370	531	664	669	857	283	782	99	597	207

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N	N	Median	N	Median	N	Median	N	Median	N	Median	N	Median	N	Median
County CHIPS Case Prosecutor														
Contract Attorney	45	38	630	44	156	37	384	16	612	22	356	19	224	14	112
Corporation Counsel	4690	3592	843	4373	168	3327	608	1743	720	2174	341	1990	103	1594	196
DA	9094	6606	876	8546	166	6166	649	2852	732	4260	306	3685	154	2679	169
County TPR Case Prosecutor														
Contract Attorney	336	232	541	319	59	222	406	92	667	128	331	109	180	81	231
Contract Attorney & Corporation Counsel	24	21	795	23	295	20	349	11	443	17	170	14	114	11	174
Corporation Counsel	5191	3913	838	4846	166	3630	609	1885	719	2358	339	2166	100	1727	191
DA	7763	5694	907	7290	171	5306	670	2460	737	3731	298	3193	167	2323	167
DA & Contract Attorney	515	376	765	485	122	352	541	163	707	222	382	212	98	145	159
County Received Title IV-E pass-through in year of removal														
Removal before 2010	3358	3202	1344	3217	313	3071	967	1578	914	2105	337	1921	169	1472	227
No	5456	3603	721	5022	157	3284	534	1663	608	2438	261	2086	147	1560	149
Yes	5548	3431	697	5208	143	3175	514	1370	680	1913	378	1687	98	1255	174
Number of Child Welfare Workers on Case														
1	2889	1375	433	2822	90	1326	277	54	163	244	376	64	42	41	119
2 or 3	6058	4264	762	5719	161	4000	550	1788	599	2613	293	2224	91	1616	160
4 or more	5239	4476	1141	4906	270	4204	876	2769	831	3599	331	3363	181	2593	202
Number of Court Officers on All of Child's Court Cases														
1	3468	2102	607	3328	131	1986	385	602	581	745	268	665	66	467	161
2	4158	2982	794	3938	162	2802	574	1092	620	1645	314	1444	90	1016	168
3	2903	2336	934	2716	201	2190	693	1219	720	1700	323	1498	144	1151	174
4 or more	3300	2816	1136	2981	264	2552	886	1698	874	2366	334	2087	211	1653	210

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	N	Days from Most Recent Removal to Departure from Out of Home Care		Days from Most Recent Removal to Determination of Adoption as a Permanency Goal		Days from Determination of Adoption as a Permanency Goal to Departure from Out of Home Care		Days from Determination of Adoption as a Permanency Goal to Final Adoption Order		Days from Determination of Adoption as a Permanency Goal to TPR Petition Filing		Days from TPR Petition Filing to TPR Order		Days from TPR Order to Final Adoption Order	
	N	N	Median	N	Median	N	Median	N	Median	N	Median	N	Median	N	Median
Total Court Cases for Child															
1	4488	2474	606	4339	145	2353	383	127	672	149	312	103	163	0	*
2	3380	2315	855	3101	172	2099	634	421	676	1640	341	1172	144	292	162
3	3943	3649	929	3764	176	3500	699	2945	697	3320	301	3170	116	2907	175
4 or more	2018	1798	1100	1759	265	1578	870	1118	837	1347	315	1249	180	1088	194
Was Child Ever in a Juvenile Justice Case															
No	12797	9399	848	12175	164	8902	621	4522	724	6230	317	5515	139	4203	179
Yes	1032	837	1204	788	318	628	1048	89	835	226	305	179	106	84	215
Child's Age at Most Recent Removal															
0	4046	2860	746	3935	129	2788	573	1744	625	2270	291	2060	104	1642	153
1 to 3	3644	2620	910	3577	171	2573	649	1291	810	1801	341	1586	175	1201	193
4 to 6	2444	1682	930	2326	189	1597	677	774	831	1125	353	973	176	721	212
7 to 11	2689	1898	977	2517	202	1770	694	623	745	990	327	839	139	567	204
12 and older	1495	1146	859	1065	251	781	676	165	553	253	184	220	55	143	196
Child's Race/Ethnicity															
White	6705	4784	782	6294	153	4470	564	2295	665	2953	320	2692	90	2119	175
African American	5158	3774	982	4814	235	3508	732	1606	781	2466	305	2095	214	1505	189
Asian/Pacific Islander	156	99	806	150	114	93	611	44	622	60	315	48	143	41	160
Native American	621	386	880	562	174	343	612	125	753	198	348	160	130	112	124
Hispanic	1555	1091	862	1466	163	1016	668	495	786	715	338	639	154	466	190
Child's Tribal Membership Status															
Eligible/Not Member	162	73	813	151	161	65	523	25	699	37	374	31	67	24	104
Tribal Member	223	140	1071	192	264	120	748	39	978	77	468	61	175	33	140
Not Member	13914	9976	863	13044	165	9300	633	4538	723	6329	315	5594	138	4223	181
Determination Pending	63	47	500	60	127	45	359	9	594	13	186	8	160	7	101

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	N	N	Median	N	Median	N	Median	N	Median	N	Median	N	Median	N	Median
Total CANS Score at First Assessment after Removal															
No Assessment Done	2258	1936	810	1829	175	1600	623	722	709	875	284	827	128	672	161
0 to 9	1947	1309	746	1908	159	1280	521	551	644	814	316	682	134	515	156
10 to 19	2586	1716	758	2530	158	1676	559	814	668	1181	315	1018	133	766	155
20 to 29	1881	1284	842	1842	156	1252	610	673	709	888	329	800	133	618	169
30 to 39	1359	920	893	1321	167	891	643	483	746	666	319	596	149	452	186
40 to 49	1062	755	895	1015	171	722	657	351	742	518	304	451	146	321	180
50 to 69	1432	999	1015	1356	192	943	747	471	840	684	335	584	171	442	232
70 to 99	1269	910	1088	1163	249	832	813	397	810	595	311	528	140	364	252
100 or above	568	407	1282	483	247	334	1123	149	955	235	323	208	125	137	245
Number to Times Previously Removed from Home															
None	10688	7516	885	10524	169	7407	624	3708	718	5148	313	4573	135	3460	176
One	2688	1946	803	2273	152	1628	663	705	768	1031	351	879	150	643	186
Two	713	551	774	502	154	382	652	155	742	219	281	192	116	148	209
Three or More	273	223	577	148	140	113	616	43	570	58	246	50	120	36	236
Length of Time in Previous Removals															
None	10696	7523	885	10532	169	7414	624	3710	718	5151	313	4576	135	3462	177
1-30 days	567	420	923	565	186	419	660	190	813	254	338	226	164	173	231
31-90 days	335	257	837	327	161	251	625	114	709	175	372	145	116	108	173
91-180 days	407	294	846	382	152	275	660	106	807	166	335	139	202	98	172
181-365 days	614	423	831	552	145	380	638	183	760	271	327	243	126	172	150
366 or more days	1743	1319	656	1089	117	791	695	308	726	439	309	365	141	274	210

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	N	N	Median	N	Median	N	Median	N	Median	N	Median	N	Median	N	Median
Had Adoption as Permanency Goal in a Previous Removal															
No	12699	9020	890	12523	170	8899	632	4332	728	6054	315	5354	136	4037	180
Yes	1663	1216	575	924	63	631	625	279	715	402	342	340	145	250	168
ASFA Exceptions Recorded in Latest Removal															
No	8691	5003	655	7776	145	4297	484	1793	627	2886	308	2421	124	1689	155
Yes	5671	5233	1095	5671	268	5233	785	2818	796	3570	324	3273	151	2598	201
Other Permanency Goals during removal															
Adoption not a goal in latest removal	929	715	288	14	0	9	*	3	*	0	*	47	54	40	87
Adoption is only goal	730	546	633	730	121	546	345	396	317	400	78	382	61	326	137
Adoption and Reunification are goals	8105	5636	814	8105	141	5636	605	2911	746	3925	326	3470	157	2731	174
Adoption and Living with Relative are goals	154	140	1001	154	339	140	650	66	667	91	215	85	91	62	190
Adoption and any other goal types	4444	3199	1112	4444	321	3199	745	1235	785	2040	345	1710	125	1128	210
Permanency Goal Type At First Permanency Plan after latest removal															
Adoption not a goal in latest removal	929	715	288	14	0	9	*	3	*	0	*	47	54	40	87
Adoption is current permanency goal	1018	848	1049	1018	352	848	615	485	452	632	97	563	124	427	186
Adoption is concurrent goal	2316	1780	939	2316	197	1780	679	847	793	1161	336	1034	146	775	209
Adoption is a proposed goal	10099	6893	869	10099	156	6893	625	3276	737	4663	334	4050	139	3045	175